

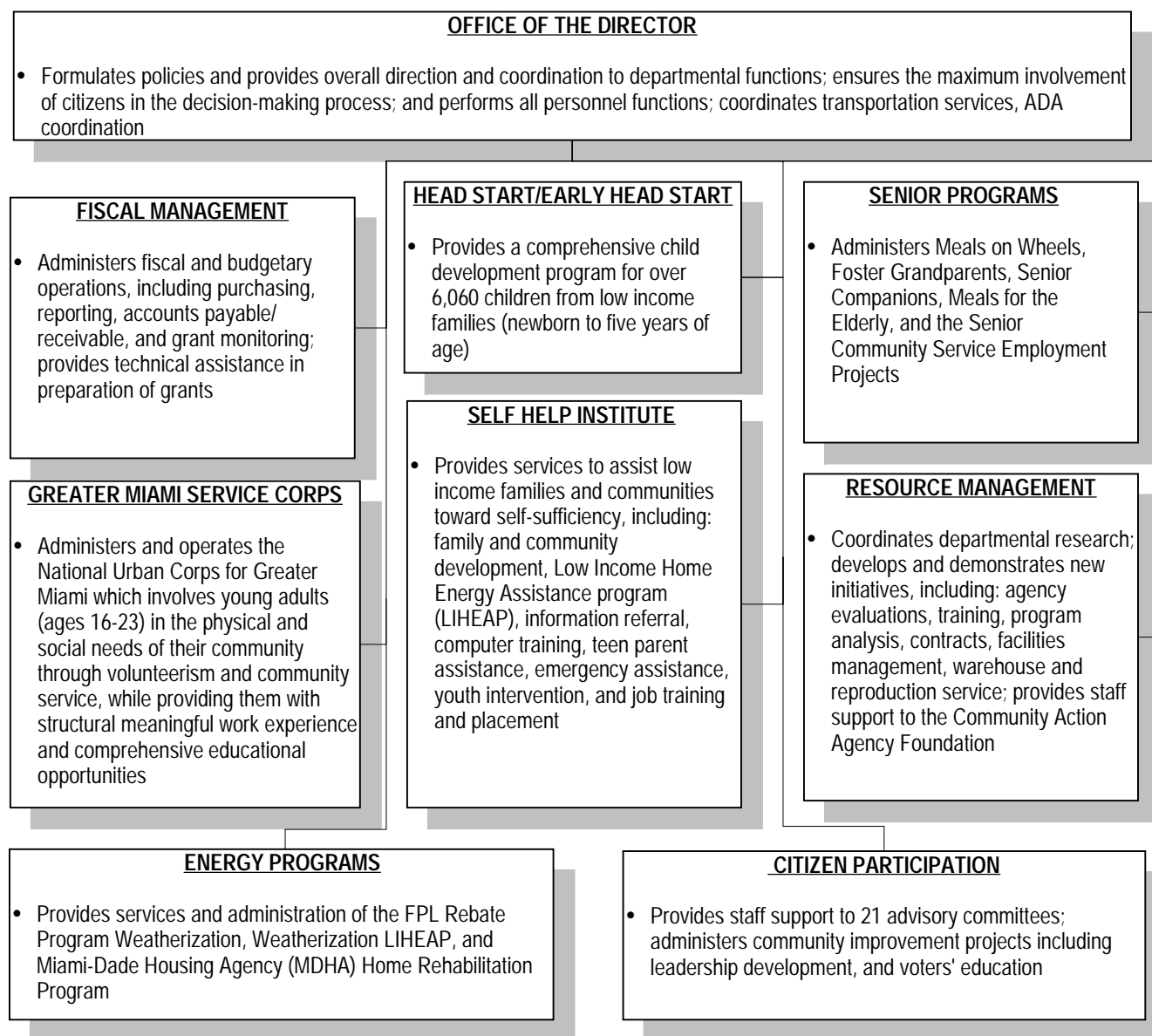
# 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

## Community Action Agency

### PURPOSE

Operate various programs to empower economically disadvantaged families and communities through advocacy, resource mobilization, and service delivery under the direction of a community advisory board and neighborhood advisory committees.

### FUNCTIONAL TABLE OF ORGANIZATION



### BUSINESS PLAN

- Strategic area: fostering an improved quality of life, especially for children and seniors
- Selected goals/objectives: improving the conditions in which low income people live by providing comprehensive early childhood development services to 6,464 infants, toddlers and preschoolers; providing respite/companionship care to 825 frail elderly, disabled adults and at-risk children during the fiscal year;

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providing meaningful work experiences by maintaining service learning slots for 260 Greater Miami Service Corps participants; conducting energy conservation services in low income neighborhoods by providing weatherization and home repair services to 160 families and securing additional permanent Head Start classroom space and improve existing self-help and outreach facilities

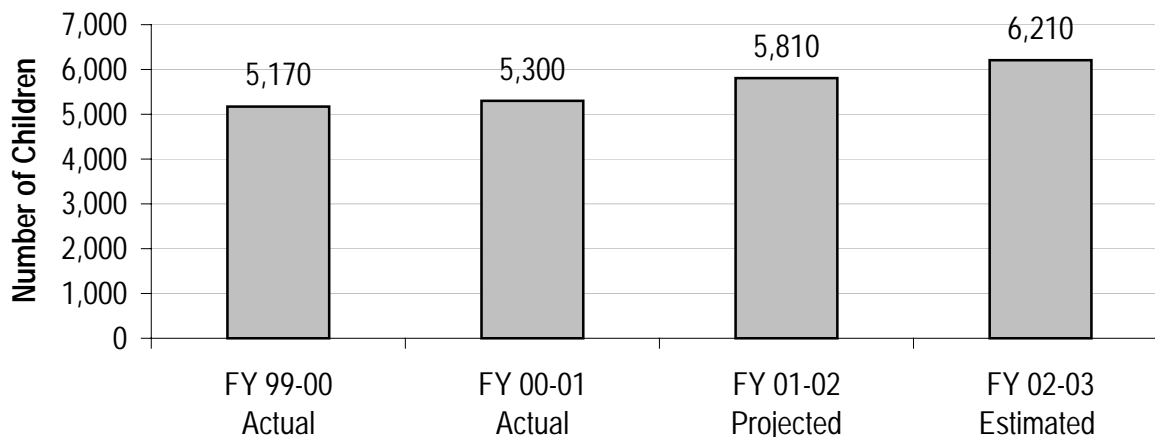
### **FY 2001-02 SERVICE STATUS**

- Continued Head Start enrollment at 5,810 children with funding of \$46.541 million provided by the U.S. Department of Health and Human Services (\$39.757 million), Florida Department of Health Bureau of Child Nutrition Program (\$1.969 million), Miami-Dade County Public Schools (MDCPS) (\$1.898 million), the countywide general fund (\$2.846 million) and the Florida Department of Children and Families (\$71,000)
- Increased the number of days for Head Start from 170 to 175 (\$950,000); the FY 2001-02 budget provided funding for 180 days, however, the number was adjusted as part of the departmental savings plan
- Provided the Greater Miami Service Corps (GMSC) \$192,000 from the general fund to provide young adults with training and meaningful work experience
- Obtained funding (\$1.898 million) for 560 Head Start Pre-K slots for disadvantaged children from MDCPS through a competitive bid process; department expects funding to continue in FY 2002-03 through the Department of Human Services (DHS) contract with the Miami-Dade School Readiness Coalition, Inc. to provide extended care services to all Head Start enrollees
- Provided early childhood comprehensive development education to 254 infants to toddlers (including children with disabilities) in the Early Head Start program; provided low-income children up to three years of age, social and cognitive development and school readiness skill, health care and nutritional assistance (\$3.035 million); Early Head Start was awarded a collaboration grant with the University of Miami Project Safe Start to provide for additional screening and counseling for Early Head Start children and families that are exposed to high risk environments including domestic violence (\$153,000)
- Expect to serve 500,000 lunches and 625,000 snacks to youth during the summer youth meals program at 196 countywide sites including 34 Park and Recreation Department locations and 18 Miami-Dade Housing Agency locations; funding is provided from a State of Florida Department of Education, Division of Support Service Food and Nutrition Management grant (\$1.379 million)
- Provided a variety of direct social services to economically disadvantaged families interested in achieving self-sufficiency through the Self-Help Institute facilities located in Liberty City, Gould, Perrine, Miami Beach and Accion in Little Havana
- Received funding from the Youth Crime Task Force to continue providing intervention to at-risk juveniles in the Family and Child Empowerment (FACE) program at the Liberty City Self Help Institute (\$100,000)
- Served 272,223 meals in congregate living facilities and to homebound persons enrolled in the senior meals programs; received additional elderly meals funds from a state grant and a general fund match allocation by the Board of County Commissioners (BCC) to supplement existing programs (\$416,000); expect to serve approximately 118,000 additional meals prior to the end of the fiscal year
- Received \$500,000 from a special allocation by the BCC to provide additional senior citizen programs; funds were used for cultural enrichment and to increase shopping trips, movies, and arts and crafts activities
- Continued the teenage pregnancy prevention program for 130 students in Goulds area with funding from South Florida Workforce totaling \$101,000
- Received Ounce of Prevention funding from the Florida Commission on Responsible Fatherhood for the Fatherhood Project to assist non-custodial fathers in south Miami-Dade improve their earnings potential by providing job training and to improve their parenting skills (\$139,000)

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- Painted homes and distributed paint to 140 low income residents in Miami-Dade County target areas; funding for the program continues to be provided with monies from a Community Development Block Grant (CDBG) (\$175,000)
- Continued providing energy conservation services to low income families through two programs; Weatherization Assistance Program (WAP) funded by the Department of Energy (\$129,000) and the Weatherization Low Income Home Energy Assistance (W/LIHEAP) funded by the Florida Department of Community Affairs (\$131,000); five positions were transferred from Miami-Dade Housing Agency (MDHA) to the Community Action Agency (CAA) to combine single family rehabilitation and weatherization program; one position was transferred from the DHS to coordinate energy and shutter activities and provide additional administrative support to the director
- Received supplemental Community Service Block Grant (CSBG) funding for self-help programs and added eight new positions in the self-help program; 500 more clients will be served
- Completed facility renovations, including roof and ceiling repairs at Bethune Head Start, Victory Homes Head Start and Greater Bethel Head Start
- Completed installation of an emergency generator at CAA administration building (\$49,000)
- Expected to complete replacement of five Head Start modular classroom units prior to the end of the fiscal year with funding provided from the Capital Outlay Reserve (COR) (\$450,000)

**Head Start Program Funded Enrollment**



### **FY 2002-03 RECOMMENDATIONS**

- The FY 2002-03 Proposed Operating Budget of \$68.705 million represents a five percent increase from the current year budget; this increase is due to additional funds provided by the U.S. Department of Health and Human Services; general fund support is recommended at \$6.577 million; the Head Start program will continue to operate for 175 days, maintaining the FY 2001-02 service level; funding is provided for 220 additional positions; attrition is budgeted at three percent
- The Head Start program will increase classroom space and maximize enrollment by entering into lease agreements at facilities that meet the required educational criteria and by expanding the number of delegate agencies that provide Head Start services

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- Administrative efficiencies in the proposed budget include a higher attrition rate and adjustments to various line items throughout the agency (\$540,000); these savings have been reallocated to the Head Start program to maintain the current level of service; the Citizen Participation program will be reduced by one social worker position (\$32,000); support for advisory boards will be absorbed by existing staff
- The capital budget includes \$1.350 million for replacement of 37 Head Start modular classroom units at 15 CAA locations; it is anticipated that \$900,000 will be spent in FY 2002-03
- Connection of the remaining five Head Start facilities to the MDCPS fire alarm system is anticipated to be completed in FY 2002-03; the work was not completed in FY 2001-02 due to MDCPS scheduling delays; Head Start facilities scheduled for connection include: Biscayne Elementary, Fisher Elementary, John F. Kennedy Middle School, and Treasure Island Elementary (\$88,000); funding is provided from a U.S. Department of Health and Humans Services grant
- Two new Head Start facilities are planned for west Miami-Dade and north Miami-Dade that will serve 200 children per site; total project cost, including land or building acquisition and construction is \$7.050 million of which \$750,000 was allocated in FY 2001; land acquisition and zoning issues have delayed these projects; a total of \$1.020 million has been allocated from the COR for land acquisition and construction
- Construction of the Opa-locka Neighborhood Service Center Childcare and Head Start facility is scheduled for FY 2002-03; funding is provided from a \$1.573 million Department of Housing and Urban Development Urban Initiatives Grant approved in FY 2000-01

### **FY 2002-03 ADJUSTMENTS TO SERVICES**

- Funded Head Start enrollment will increase to 6,210 and provide for 207 additional positions; the Department will continue seeking additional Head Start locations to maximize utilization of available slots; staffing this year is based on funded enrollment and reflects the revised classification system approved by the funding source
- The Proposed Budget continues funding for eight positions authorized in the prior fiscal year for the self-help program and the five positions transferred from MDHA for the single family rehabilitation and weatherization program

### **SELECTED UNMET NEEDS**

- Need an additional \$950,000 to increase the number of Head Start days from 175 to 180
- Unfunded needs for CAA of \$3.2 million include \$900,000 to replace deteriorated modular classroom units at various Head Start locations and \$2.3 million to acquire or construct a regional Head Start facility in central Miami-Dade to accommodate 200 additional children

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### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Administration	1,807	1,683	0	0	470	487	2,277	2,170	40	41
Citizen Participation	211	200	0	0	586	435	797	635	12	11
Energy Programs	0	0	0	0	776	1,066	776	1,066	4	9
Greater Miami Service Corps	192	186	0	0	268	76	460	262	24	24
Head Start	3,567	2,809	0	0	48,073	52,212	51,640	55,021	564	771
Self Help Programs	695	655	0	0	5,124	5,212	5,819	5,867	52	60
Senior Programs	1,002	1,044	0	0	2,798	2,640	3,800	3,684	30	30
<b>TOTAL</b>	<b>7,474</b>	<b>6,577</b>	<b>0</b>	<b>0</b>	<b>58,095</b>	<b>62,128</b>	<b>65,569</b>	<b>68,705</b>	<b>726</b>	<b>946</b>

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	26,484	29,506	34,679
Other Operating	30,298	35,705	33,935
Capital	220	358	91
<b>TOTAL</b>	<b>57,002</b>	<b>65,569</b>	<b>68,705</b>

### CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	02-03	03-04	04-05	05-06	06-07	07-08	FUTURE	TOTAL
FACILITY IMPROVEMENTS	450	988	0	0	0	0	0	0	1,438
NEW HEAD START FACILITIES	0	1,877	716	0	0	0	0	0	2,593
<b>Total Projected Cost:</b>	<b>450</b>	<b>2,865</b>	<b>716</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,031</b>

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### Community and Economic Development

#### PURPOSE

Administer the federal Community Development Block Grant (CDBG) Program, the federal Home Investment Partnership (HOME) Program, the federal Emergency Shelter Grant (ESG), and the State of Florida Enterprise Zone Program; address economic development and revitalization needs in the federally-designated Miami-Dade County Empowerment Zone, manage and implement the Miami-Dade County Empowerment Zone and Enterprise Community Strategic Plans, operate the Enterprise Community Center, and administer federal, state, and County-allocated funds.

#### FUNCTIONAL TABLE OF ORGANIZATION

<u>OFFICE OF THE DIRECTOR</u>	
<ul style="list-style-type: none"><li>Oversees departmental operations including the planned use of Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Shelter Grant (ESG), Miami-Dade Empowerment Zone and other federal and state programs to develop viable urban neighborhoods and communities characterized by decent housing and the expansion of economic opportunities</li></ul>	
<u>COMMUNITY DEVELOPMENT</u>	<u>ECONOMIC DEVELOPMENT</u>
<ul style="list-style-type: none"><li>Prepares the CDBG Consolidated Plan and coordinates community involvement through neighborhood advisory boards</li><li>Manages and monitors CDBG, HOME, and ESG contracts</li><li>Coordinates the HOME program that facilitates the development of affordable housing and the Tax Increment Districts Program</li></ul>	<ul style="list-style-type: none"><li>Promotes business and economic development with the goal of creating and retaining jobs for low and moderate income persons</li><li>Administers the Enterprise Zone Program and the Commercial Revitalization Program</li><li>Administers the Qualified Targeted Industries Program, Targeted Jobs Incentive Fund, and State Urban Jobs Tax Credit Program</li></ul>
<u>URBAN DEVELOPMENT</u>	<u>Miami-Dade Empowerment Trust</u>
<ul style="list-style-type: none"><li>Coordinates ongoing neighborhood improvement project activities</li><li>Acquires and transfers parcels for urban development</li><li>Assists in relocation due to code enforcement or community development displacement</li></ul>	<ul style="list-style-type: none"><li>Implements Miami-Dade County's Empowerment Zone Strategic Plan</li><li>Creates economic opportunities, sustainable community development and community-based partnerships</li><li>Leverages funding commitments and existing initiatives for maximum impact in transforming the Empowerment Zone</li><li>Assists the Miami-Dade Empowerment Trust (Trust) Board of Directors in the implementation of policy; formulates Trust policies and provides overall direction and coordination of the Trust's operations</li><li>Serves as the Trust's liaison to public and private sector interests</li><li>Coordinates Empowerment Zone resident input through an advisory neighborhood committee process</li></ul>
<u>ADMINISTRATIVE SERVICES DIVISION</u>	
<ul style="list-style-type: none"><li>Coordinates the preparation of the budget and single audit; prepares trial balance; maintains financial information in the Financial and Management Information System (FAMIS), Integrated Disbursement and Information System (IDIS), and the Consolidated Annual Performance Evaluation Report (CAPER); and manages the personnel, management information systems, and procurement functions</li></ul>	

#### BUSINESS PLAN

- Strategic areas: promoting a healthy economy and providing safe, quality neighborhoods
- Selected goals/objectives: increasing the number of businesses receiving fiscal incentives through the State

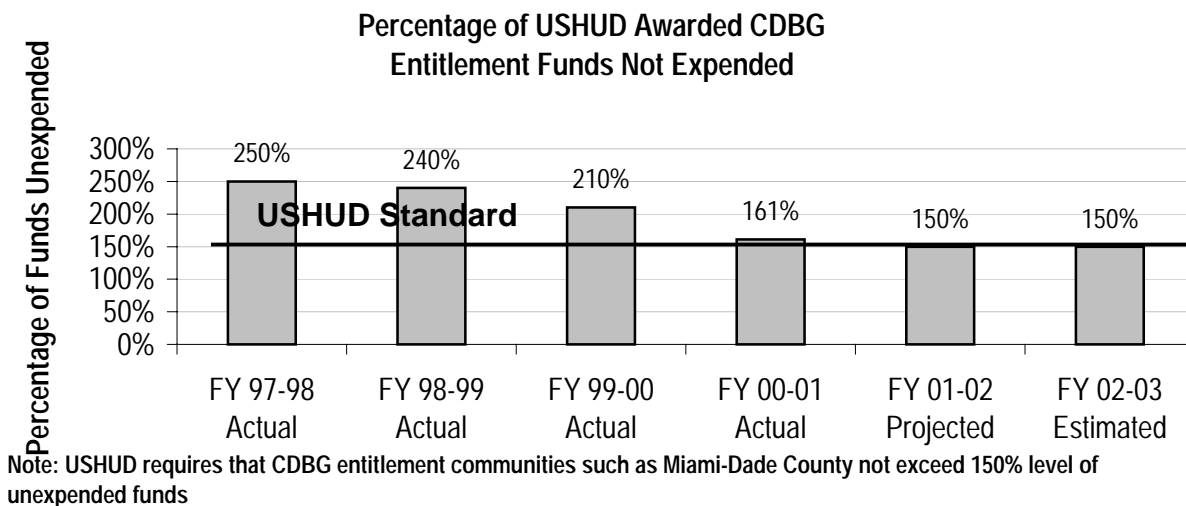
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Enterprise Zone Program from 30 to 60; increasing the number of businesses receiving micro-loans from 220 to 225; adding 60 real estate and tangible personal properties to tax rolls after disposition by the Office of Community and Economic Development (OCED); providing technical and financial assistance for business development and expansion through the administration of U.S., Housing and Urban Development (HUD) empowerment zone grant funds, the State of Florida empowerment zone grant funds, Miami-Dade County-provided funds, the Welfare to Work Tax Credit, the work Opportunity Tax Credit, the Section 179 Deduction; Brownfields redevelopment incentives, the Empowerment Zone Revolving Loan Fund, and empowerment zone tax exempt bonds

- Capital program strategy: promoting viable communities for low to moderate-income neighborhoods, within Focus Areas and Eligible Block Groups, with projects such as infrastructure and public facility improvements to support affordable housing and economic development throughout Miami-Dade County

### **FY 2001-02 SERVICE STATUS**

- Hired five new staff positions as follows: two business development specialist positions and one clerical position to assist with the administration of a \$70 million Section 108 loan portfolio, the expansion of the Enterprise Zone Program, and the new Targeted Jobs Incentive Fund Program; one clerk for the procurement and personnel unit to perform purchases and payables functions; and one telephone operator to answer incoming calls and staff the reception area; all five positions have been filled
- Submitted the FY 2001 Consolidate Annual Performance and Evaluation Report (CAPER) to HUD in March 2002 as required



- Reduced the amount of unexpended CDBG entitlement funds awarded to Miami-Dade County in an on-going effort to meet the HUD requirement that entitlement funds available not exceed 150 percent of annual entitlement; OCED estimates not more than 150 percent of entitlement funds will be available in October 2002
- Completed the HUD-required FY 2002 Action Plan (the annual update to the Five Year Consolidated Plan), which was approved by the Board of County Commissioners (BCC) in December 2001 and by HUD in March 2002; will complete and submit the HUD-required FY 2003-2007 Five Year Consolidated Plan for approval by fall 2002



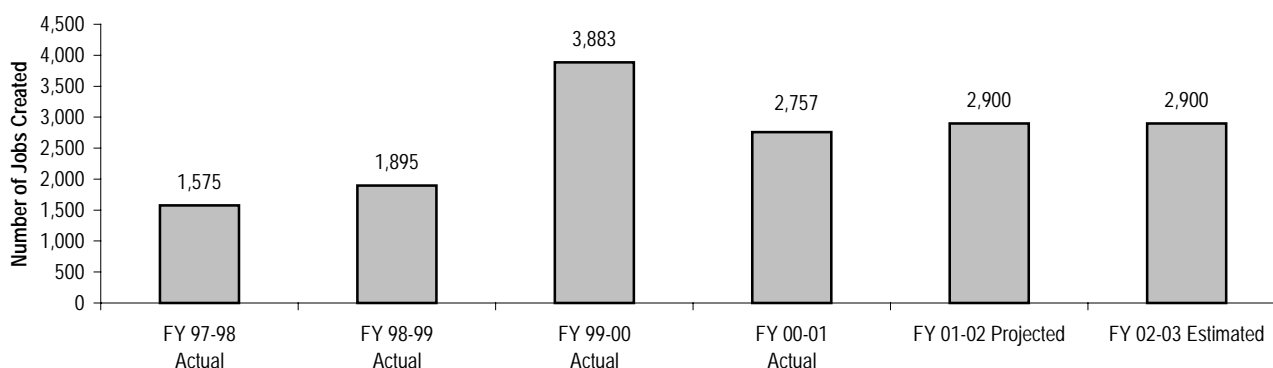
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### Status of USHUD Section 108 Loans to Miami-Dade County (As of May 31, 2002)

Loan Purpose and Effective Date	Approved Borrowing Capacity	Amount Borrowed by County	Amount Disbursed for Intended Purposes	Remaining Balance on Hand
Parrot Jungle & Gardens relocation to Watson Island (effective date 4/20/2000)	\$25.0 million	\$25.0 million	\$16.576 million	\$8.424 million
Brownfield environmental revolving loan fund (effective date 8/9/2001)	\$5.0 million	\$2.5 million	\$0.0 million	\$2.5 million
Targeted Urban Area economic revitalization projects revolving loan fund (effective date 8/9/2001)	\$40.0 million	\$10.0 million	\$0.0 million	\$10.0 million

- Utilizing FY 2002 CDBG funding in compliance with HUD regulations; approved FY 2002 CDBG fund categories include: administration (\$4.536 million, 20 percent as recommended by HUD), capital improvement (\$1.396 million, six percent), economic development (\$4.821 million, 21 percent), historic preservation (\$200,000, one percent), housing (\$5.324 million, 23 percent), and public service (\$6.902 million, 30 percent) for a total of \$23.179 million; FY 2002 funds' distribution includes administration (20 percent), County departments (24 percent) and outside agencies (56 percent) in line with the revised BCC policy of funds distribution: administration (20 percent), County departments (30 percent), and outside agencies (50 percent)
- Continued transfers of OCED-owned land to community development corporations (CDCs) for affordable housing; transferred 63 County-owned parcels of land in FY 2001

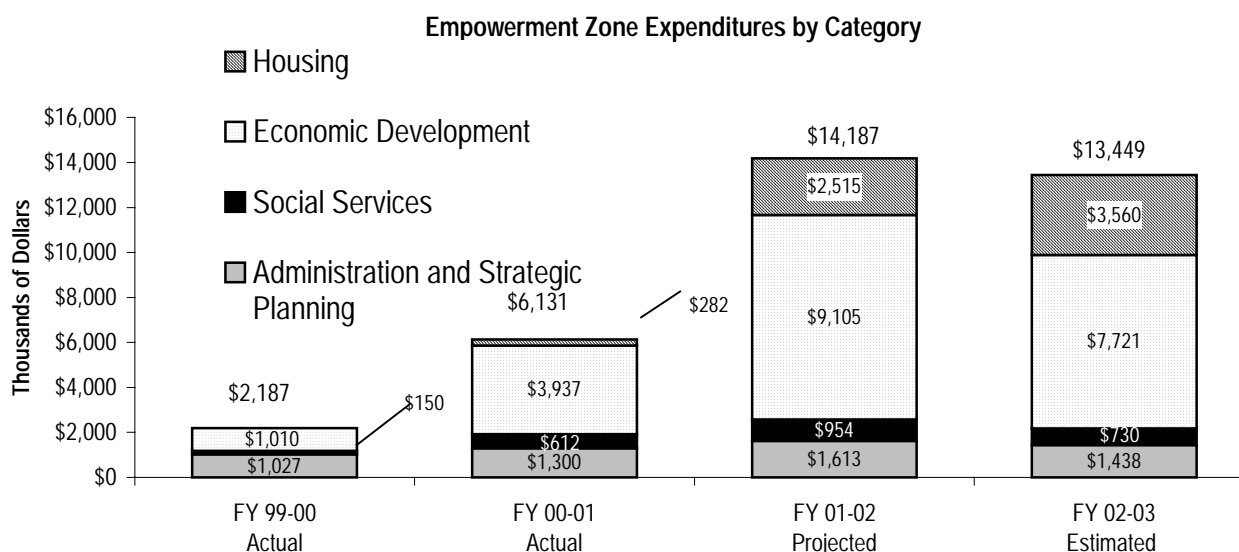
**Number of Jobs Created via Enterprise Zone Tax Abatements**





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- Administered the local State Enterprise Zone Program (SEZP), which provided incentives for the creation of 2,260 new jobs in 2001
- Disbursed 220 micro-loans to low income entrepreneurs in 2001 through the Micro-Loan and Peer Lending Program
- Completed 14 revitalization projects in target zones in 2001 through the Commercial Revitalization Program
- Approved 15 loans over the past year (as of April 2002) under the Community Development Revolving Loan Fund Program and 25 are under review; the program provides working capital and fixed assets loans to businesses in an effort to create jobs available to individuals from low to moderate-income households
- Provided credit to seven businesses under the State Urban High-Crime Area Job Tax Credit Program; this program seeks to create jobs for Enterprise Zone residents from low to moderate-income households
- Disbursed \$15.2 million of the total \$25 million dedicated HUD Section 108 loan proceeds toward construction of Parrot Jungle's new Watson Island home site; new facility scheduled to open February 2003 with goal of creating an estimated 603 new jobs over three years; 51 percent or more of the created jobs are to be made available to individuals from low and moderate-income households
- Implemented the Brownfields Assessment Revolving Loan Fund Program whereby \$300,000 of CDBG entitlement funds have been pooled to provide contamination assessment loans to businesses; marketing of program now underway and applications being accepted; OCED expects first loans to be issued by Sept 2002 with entire \$300,000 to be loaned out to businesses by April 2003
- Implemented the Brownfields Redevelopment Revolving Loan Fund Program utilizing a \$5 million HUD Section 108 loan to Miami-Dade County; loans will provide funds for redevelopment of brownfields sites; OCED has drawn down the first \$2.5 million of the \$5 million Section 108 loan aimed at job creation for individuals from low and moderate-income households



- Administering, with HUD Section 108 loan proceeds, a \$40 million revolving loan fund for economic revitalization in designated targeted urban areas within Miami-Dade County; received the first \$10 million of the \$40 million in August 2001; program being implemented in coordination with the Urban Economic Revitalization Task Force (UERTF); UERTF now accepting and processing applications to provide capital for moderate to large-scale economic development projects

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- Continued participation in the State Qualified Target Industry (QTI) Program in conjunction with The Beacon Council; since program inception in April 1996, BCC has approved 46 QTI applicants and forwarded for State approval; the purpose of this program is to attract relocating companies by providing tax refunds to qualifying companies
- Provided public services to 41,102 residents including services such as senior, youth, transportation, substance abuse, employment training, and child care services
- Provided housing relocation referrals to 185 families and/or individuals needing to relocate as a result of code enforcement actions
- Implemented savings plan (\$13,000) through the delayed hiring of vacant positions; savings plan is the result of countywide fiscal constraints due to the economic slowdown and the events of September 11
- Received \$3 million from HUD for "year four" funding for the Empowerment Zone (Zone); a total of \$21.973 million has been provided through FY 2001-02 which represents \$18.027 million less than the original federal commitment of \$40 million over the first four years (\$10 million a year over a period of 10 years)
- Continued budgeting \$7.686 million of County matching funds, including Countywide General Fund, aviation, and surtax funds reflecting a County commitment of one-to-one match of federal funds; current County allocation is \$3.437 million more than commitment
- Implementing the New Markets Tax Credit Venture Capital Fund as proposed by the Mayor and adopted into the FY 2001-02 budget by the BCC (\$6 million); the fund is targeted to provide equity or loans to Community Small Business Enterprise companies on a countywide basis
- Utilizing County matching funds to participate in: empowerment zone administration (\$738,000); the Team Metro Melrose/Airport Office to increase code enforcement in the Melrose area and provide Zone residents with increased access to County services (\$860,000); the Alliance for Human Services to provide funding for its main operations (\$300,000); the Computer-Aided Drafting and Design (CADD) program for youth to have access to technology training linked to professional employment (\$300,000); and the Tacolcy Economic Development Corporation for pre-development of a retail shopping center in the Liberty City Empowerment Zone community (\$400,000)
- Assumed managerial oversight for the Enterprise Community Center and plan to launch its Entrepreneurial Training Institute in the summer of 2002 (\$547,000)
- Funding (as part of the Poinciana Industrial Center (PIC) Business Incubator program) business development at the PIC through a planned facility renovation for Per Scholas Computer Technology (\$625,000); earmarked an additional \$1 million for the Northside/Poinciana Developable Site
- Continued the Bankers' Empowerment Partnership Pre-development Loan Program providing pre-development funding for affordable housing development throughout the Zone (\$300,000); funds are to be used to conduct feasibility analysis at the beginning stage of a project
- Continued funding for a training and employment initiative for Zone residents administered by South Florida Work Force; the program provides specialized job training activities and employment opportunities for Zone residents (\$1 million)
- Continued funding for the development of a website by Florida International University to supply environmental information regarding Brownfields sites in the Zone (\$350,000)
- Providing funding for corridor improvements on 79 Street by creating a master plan for sustainable smart growth transportation initiatives seeking to link the development of jobs and new housing via mass transportation networks (\$200,000)

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- Providing funding for Victim Services, Inc. for the implementation of the Traumatic Incident Reduction Therapy program targeting youth ages four through 16 and their families who have been either a witness or victim of domestic and/or community violence (\$100,000)
- Providing funding for the Mental Health Association of Dade County, Inc. for the expansion of it's A Kid's Place program that seeks to reduce mental health and behavioral problems and the incidence of family violence and to improve educational and economic outcome via early intervention (\$100,000)
- Providing a loan for the opening of a Golden Corral restaurant in Florida City (\$200,000) and grants to ten business improvement projects in Florida City (\$220,000) as a part of the Homestead/Florida City Developable Site; funding the opening of the new Rosebriar Café restaurant in Wynwood (\$290,000), and funding equity investments in two small businesses in Allapattah (\$200,000)
- Completed the demolition of the uninhabitable apartments previously known as Town Park Gardens; construction of new housing is underway with funding provided by Surtax revenues (\$10 million)
- Seeking projects with the Miami-Dade County Aviation Department with funds from the Aviation Investment Fund aimed to provide financing to firms doing business at either Miami International Airport or Opa-locka Airport that agree to employ Empowerment Zone residents (\$3 million)
- Providing funding to the Florida Memorial College Aviation Scholarship Fund (\$100,000) and Jobs for Miami Aviation Program (\$100,000) for an aviation industry scholarship program for students; for a street landscaping program in the Zone in Homestead on SW 4 Street (\$150,000); and toward the Entertainment District in the Central Business District (\$1 million); individual real estate and economic revitalization projects are now being determined
- Providing funding for a neighborhood revitalization projects program to provide equity to new and existing micro businesses and non-profit organizations (\$1 million)
- Providing funding for economic development activities in the Opa-locka Developable Site (\$1 million); \$350,000 has been allocated as of April 2002 for both site feasibility study and site acquisition at the Opa-locka Air Park
- Hired three positions to provide general office support, coordinate eligible activities in the Empowerment Zone, and facilitate community real estate development initiatives and evaluate programs
- Completed capital improvements at the following facilities to provide access for people with disabilities: Migrant and Seasonal Farmworker Center (\$175,000) and City of North Miami Beach Victory Park Community Pool (\$121,000)
- Completed the following infrastructure improvements: design of Homestead Avenue Improvements (\$110,000), Stephens Manor Sewer Connections in Model City (\$500,000), design of Opa-locka Street Improvements (\$75,000), Opa-locka Water Distribution System – Phase I (\$255,000) and Phase III (\$175,000), West Little River Sidewalk Improvements – Phase IV (\$400,000), and West Perrine Water Main Improvements (\$200,000); expect to complete infrastructure improvements, including Poinciana Industrial Center Street Improvements – Phases IV and V (\$760,000) and Opa-locka Street Improvements – Phase I (\$450,000)
- Completed the following neighborhood service center improvements: installation of security lighting at Florida City/Homestead (\$20,000), relocation of Richmond Heights existing tenants (\$100,000), and installation of fire alarm and fire suppression system and other improvements at Opa-locka – Phase I (\$180,000); cancelled and reprogrammed funds allocated for the following neighborhood service centers and other Human Services facilities improvements, including expansion of Allapattah that would have provided two additional offices (\$200,000) and parking lot improvements to prevent flooding (\$80,000), Culmer Roof Replacement (\$50,000), Edison expansion including five additional office spaces (\$50,000), South Dade Skills Center open air theater cover (\$250,000), Opa-locka including interior renovations and parking lot and drainage improvements (\$150,000) and construction of a senior activity room (\$234,000), and South Dade Skills Center Staff

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Restrooms (\$100,000); completed funding for improvements at the Wynwood, however project not completed (\$229,000)

- Completed the following park, recreation and culture project improvements: refurbishment of ballfields at Partners Park (\$19,000), energy efficiency improvements at parks in eligible CDBG areas (\$70,000), improvements to Rocky Creek, Glenwood and Gladeview mini parks (\$200,000), Murray Park tot lot replacements (\$47,000), perimeter fencing for Vista Verde park (\$50,000), Melrose Park lighting improvements (\$15,000), security lighting improvements at Cloverleaf, Vista Verde, and Leisure Lakes parks (\$200,000), Coconut Grove Branch Library improvements (\$150,000), and tot lot replacements at Norwood and Vista Verde (\$308,000); cancelled and reprogrammed funds on the Niles Garden Park land acquisition project (\$250,000)
- Completed the following homeless facility improvements: Northwest Dade Center Single Room Occupancy Facility (\$956,000); expansion of the Emergency Housing Center North renovation (\$110,000); fire alarm system for the Emergency Housing Center South (\$50,000); and acquisition of a facility for the Rainbow Beginning Ministries Homeless Project (\$93,000)
- Completed the following human services facility improvements: renovation of the Mayfair Café (\$69,000), modifications to the SIG-AL Youth Service Center (\$45,000), construction of a parking lot for the Kidco Childcare Center (\$25,000), replacement of the roof, a new shed, lighting and air-conditioner at the South Dade Skills Center (\$440,000) and renovations at the Miami Children's Centennial Project (\$59,000); provided funding toward design of a multi-purpose building complex to provide drug rehabilitation, day care and recreation services for the Community Crusade Against Drugs (\$200,000); cancelled and reprogrammed funds on the Gorton Building improvements project (\$430,000)

### **FY 2002-03 RECOMMENDATIONS**

- The FY 2002-03 Proposed Operating Budget is \$119.254 million; funding is comprised of community and economic development revenues (\$80.300 million) and empowerment zone revenues (\$38.954 million)
- The total FY 2003 budget for community and economic development totals \$80.300 million from the following sources: anticipated 2003 CDBG entitlement grant including \$400,000 in program income (\$23.079 million); prior years' CDBG entitlement grants and CDBG program income anticipated carryover (\$32.321 million); anticipated 2003 HOME entitlement grant including \$500,000 in program income (\$6.927 million); prior years' HOME entitlement grants and HOME program income anticipated carryover (\$13.8 million); Enterprise Zone Tax Abatement fees (\$25,000); Countywide General Fund support (\$526,000); Brownfields Economic Development Initiative grant tied to HUD Section 108 Brownfields loan (\$1.75 million); HUD Economic Development Initiative Special Project grant tied to HUD Section 108 economic revitalization loan (\$1.4 million); Economic Development Initiative interest income (\$208,000); Seaport transfer (\$264,000); Congressional funding decisions have not been made regarding CDBG and HOME and, therefore, the budget assumes FY 2003 CDBG and HOME allocations will remain at current year levels
- The Proposed Operating Budget administrative portion of OCED funds for FY 2003 (January 1, 2003 through December 31, 2003) is estimated at \$7.229 million and includes revenue from the FY 2003 CDBG program (\$5.437 million); FY 2003 and prior year HOME program (\$769,000); Enterprise Zone Tax Abatement application fees (\$25,000); Economic Development Initiative interest income (\$208,000); Countywide General Fund support (\$526,000); and Seaport transfer (\$264,000); the indirect cost reimbursement to the general fund is \$518,214 and the rent payment to General Services Administration is \$349,579
- The proposed FY 2003 CDBG funds' usage is in compliance with HUD regulations; proposed FY 2003 CDBG funds' categories include administration (20 percent), capital improvement (10 percent), economic development (20 percent), historic preservation (three percent), housing (25 percent), public service (20 percent), and contingency reserve (two percent); FY 2003 funds' distribution includes administration (20 percent), county departments (30 percent), and outside agencies (50 percent)

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The Proposed Operating Budget recommends, subject to final BCC approval of the 2003 Action Plan, the above-stated 20 percent administration funds (\$4.616 million) from CDBG be distributed for needed program administration as follows: citizen participation by the Community Action Agency (\$260,000); fair housing (\$100,000) and Social Services Master Plan (\$49,000) by the Department of Human Services; strategic area planning (\$150,000) and environmental review (\$150,000) by the Department of Planning and Zoning; administration (\$3.562 million) by the OCED; historic preservation support to OCED (\$170,000) by the Office of Historic Preservation; and fair housing (\$175,000) by Hope, Inc.
- The Proposed Operating Budget recommends \$6,923,700 for County departments, subject to final BCC approval of the 2003 Action Plan; this funding represents 30 percent of the FY 2003 CDBG funds and will be distributed for low to moderate-income oriented programs as follows:

Recommended CDBG allocations to County Departments for low to moderate-income oriented projects

<u>Department:</u>	<u>Project:</u>	<u>CDBG Category:</u>	<u>Amount:</u>
Building Department	Demolition of Unsafe Structures	Housing	\$350,000
Community Action Agency	Youth Employment Training	Public Service	\$76,000
Community Action Agency	Paint Distribution Program	Housing	\$175,000
Department of Human Services	Parenting Skills Program	Public Service	\$133,800
Department of Human Services	Role Model Program	Public Service	\$117,500
Department of Human Services	Homeless Assistance Program	Public Service	\$42,400
Department of Human Services	Jack Orr Ranch Substance Abuse Program	Public Service	\$230,000
Miami-Dade Housing Agency	Jack Orr Plaza Meals Program	Public Service	\$97,500
Health Department	Rodent Control Program	Public Service	\$344,000
Health Department	HIV/AIDS Program	Public Service	\$54,050
Team Metro	Code Enforcement	Housing	\$451,000
Team Metro	Graffiti Removal	Capital Improvement	\$104,000
OCED	Economic Dev. Div. - Micro Lending in TUA	Economic Development	\$125,000
OCED	Economic Dev. Div. -Micro Lending	Economic Development	\$375,000
OCED	Economic Dev. Div. -Commercial Revitalization - TUA	Economic Development	\$250,000
OCED	Economic Dev. Div. -Commercial Revitalization	Economic Development	\$750,000
OCED	Economic Dev. Div. -Revolving Loan Fund -TUA	Economic Development	\$378,600
OCED	Economic Dev. Div. -Revolving Loan Fund	Economic Development	\$1,135,850
OCED	Economic Dev. Div. -Enterprise Zone Program	Economic Development	\$225,000
OCED	Urban Dev. Div. -Countywide Land Acquisition	Housing	\$140,000
OCED	Urban Dev. Div. -Disposal and Environmental Support	Housing	\$600,000
OCED	Urban Dev. Div. -Building Maintenance	Housing	\$150,000
OCED	Urban Dev. Div. - Engineering for Acquired Parcels	Economic Development	\$112,000
OCED	Urban Dev. Div. -Design of Street Improvements	Capital Improvement	\$80,000
OCED	Urban Dev. Div. -Emergency Relocation	Housing	\$113,000
OCED	Urban Dev. Div. -Support Services for Parcels	Housing	\$114,000
Office of Historic Preservation	Historic Preservation Projects	Historic Preservation	\$200,000
Total:			\$6,923,700

- The OCED will continue to administer the CDBG, HOME, ESG, and other grants and programs in compliance with all applicable federal, state, and local guidelines and standards
- In accordance with the Adker settlement, \$4.535 million (25 percent of the estimated FY 2003 entitlement of \$22.67 million, less 20 percent administration) is to be used within a one mile radius of public housing units



## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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- The FY 2004 Action Plan (the annual update of the Five Year Consolidated Plan) for submission to HUD will be prepared by November 15, 2003; amendments to the prior year action plans will be prepared as necessary
- The following programs will be recommended for continued funding when the BCC considers the CDBG budget allocation in the fall: the Commercial Revitalization Program, the Community Development Revolving Loan Fund Program, the Micro-Loan and Peer Lending Program, the Brownfields Assessment Revolving Loan Fund Program, the State Urban High-Crime Area Job Tax Credit Program, the State Enterprise Zone Program, and the administering of the HUD Section 108 Loan Guarantee Program
- The OCED will continue to coordinate the State Qualified Target Industry Program, the new Miami-Dade County Targeted Jobs Incentive Fund, and economic development efforts with the Enterprise Florida Inc., The Beacon Council, and the State of Florida
- The Proposed FY 2002-03 Operating Budget for empowerment zone is \$38.954 million; funding is comprised of federal carryover (\$15.398 million), state carryover (\$2.209 million), and County carryover (\$9.782 million) for a carryover total of \$27.389 million; Countywide General Fund support (\$1.280 million); Unincorporated Municipal Service Area (UMSA) General Fund support (\$980,000); airport funds for projects within the airport system that meet FAA regulations and qualify for the Empowerment Zone match (\$2 million); Surtax funds (\$2 million); State of Florida Community Affairs grant (\$5 million); State of Florida Department of Juvenile Justice Rites of Passage grant (\$75,000), State of Florida Department of Juvenile Justice Embrace Sisterhood grant (\$75,000), private donations (\$50,000), interest income from loans provided out (\$5,000) and interest earnings (\$100,000); federal Empowerment Zone grant amount is assumed at \$0 as that is HUD's recommendation as of May 2002; since the program's inception, County allocation reflects an over match of commitment by \$9.697 million
- The Trust's Proposed Budget recommends funding for 16 staff positions; the same level as in FY 2001-02
- Program spending is budgeted at \$12.061 million excluding \$1.438 million earmarked for administrative support and \$25.455 million programmed as carryover into FY 2003-04; programs within the Zone identified for funding include Team Metro's Melrose office, the Alliance for Human Services, Town Park Gardens Housing Development, a CADD Training Institute, Jobs for Miami, Florida Memorial College, Victim Services, Inc., and the New Markets Tax Credit Venture Capital Fund
- Total County matching funds of \$6.600 million include participation in: empowerment zone administration (\$738,000); the Team Metro Melrose/Airport Office to increase code enforcement in the Melrose area and provide Zone residents with increased access to County services (\$860,000); the Alliance for Human Services to provide funding for its main operations (\$300,000); Townpark Gardens for the construction of affordable housing (\$3.560 million); Enterprise Community Center for its operations (\$130,000); the Computer-Aided Drafting and Design (CADD) program for youth to have access to technology training linked to professional employment (\$87,000); the Florida Memorial College Aviation Scholarship Fund (\$100,000) and Jobs for Miami Aviation Program (\$100,000) for an aviation industry scholarship program for students; promotions spots on Miami-Dade TV (\$35,000); Operation Melrose Housing code compliance (\$500,000); Melrose summer youth program (\$80,000); contribution toward legislative analysts' costs (\$10,000); and contribution toward efforts to secure the relocation of the Free Trade Agreement of the Americas Secretariat to the Empowerment Zone (\$100,000)
- The Proposed Capital Budget and Multi-Year Capital Plan includes funding of \$19.901 million for OCED; revenues include CDBG program funds (\$10.382 million), including \$8 million to be allocated for capital improvements subsequent to FY 2002-03, and Home Investment Partnership (HOME) funding of \$1.519 million; CDBG and State Hurricane Trust Fund funding of \$1.150 million (not included in the \$19.901 million OCED proposed capital budget amount but solely referenced below) is included in the proposed capital budgets of Park and Recreation (Southridge Park Stadium project) and Public Works (Ninth Street Mall project)
- Total funding of \$100,000 is included in the FY 2002-03 Capital Budget for removal of architectural barriers to provide access for people with disabilities at the Norland Optimist Club; this is a capital project carried-over

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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from prior years and the funding was originally allocated prior to the BCC's adopted policy of utilizing other funding sources for barrier removal

- The following historic preservation projects totaling \$819,000 are included in the FY 2002-03 Capital Budget and are carried-over from prior years: Goulds Community Development Corporation acquisition of a building for re-use as a commercial facility (\$387,000); Homestead Area Business Incubator which includes the restoration of the First Baptist Church of Homestead for re-use as a business incubator (\$35,000); Opa-locka Train Station Renovations (\$347,000); and the Seminole Cultural Arts Center Renovation (\$50,000)
- A total of \$5.547 million of infrastructure improvements is programmed in the FY 2002-03 Capital Budget, including the following projects carried-over from prior years: Jordan Commons Infrastructure Development (\$850,000), Niles Garden Drainage Improvements (\$300,000), Samari Lakes Health and Safety Improvements (\$550,000), South Miami Pedestrian Improvements on SW 64 Street (\$144,000), South Miami Sewer Connections (\$335,000), South Miami Street Improvements (\$100,000), South Miami Traffic Calming Project (\$58,000), Sunny Haven Water Connections (\$250,000), Sweetwater Drainage Improvements (\$572,000), Vista Verde Infrastructure Improvements (\$775,000), Washington Park Roadway Improvements (\$300,000), West Miami Drainage Improvements (\$100,000), West Miami Sidewalk Improvements (\$125,000), and West Miami Stormwater Improvements – Phase II (\$100,000); the following new infrastructure improvements are programmed: Cottages at Naranja Water Main Installation (\$60,000), Glenwood Heights Street Improvements Design – Phase IV (\$80,000), Highland Village Sewer Connections (\$500,000), Opa-locka Drainage Improvements – NW 143 Street (\$100,000), and Opa-locka Fire Protection Improvements – Curtis Drive (\$248,000)
- The Ninth Street Mall infrastructure improvement project, also carried over from prior years, is programmed in the Public Works Department FY 2002-03 Capital Budget, however said funds will be recommended to the BCC for recapture and reallocation to other projects if the city of Miami does not fill the current funding gap on this city project by this summer (\$450,000)
- Total funding of \$500,000 is included in the FY 2002-03 Capital Budget for neighborhood service center improvements at the Richmond Heights Neighborhood Service Center to acquire multiple parcels of land for the construction of a Center; this is a capital project carried-over from prior years
- Park, recreation and culture projects programmed for FY 2002-03 total \$1.665 million and include the following projects carried-over from prior years: renovations at the One Art Cultural Center (\$475,000) and construction of a multi-purpose center in South Miami to provide social, health and recreational activities for area residents (\$1.080 million); the following new park improvement is programmed: design of renovations for Sherbondy Park in Opa-locka (\$110,000)
- The Southridge Park Stadium park project, also carried over from prior years, is programmed in the Park and Recreation Department FY 2002-03 Capital Budget (\$700,000)
- Facilities for the homeless total \$1.993 million and are carried-over from prior years: Astec Apartment renovation to provide housing for 12 homeless adults with disabilities (\$100,000), the Family Resource Center Single Room Occupancy Facility, which will provide 37 transitional housing beds and supportive services for formerly homeless families (\$719,000), the Hillary Rodham Clinton Transitional Housing Center which will provide 49 transitional housing beds (\$150,000), Little Haiti Gateway Homeless Facility which includes 79 single room occupancy (\$300,000), Metatherapy South Dade Housing for Homeless, including 55 units of transitional housing at Homestead Air Reserve Base (\$325,000), and Villa Aurora Homeless Facility (previously known as Esperanza Center Homeless Facility) which will serve as a transitional facility for ten homeless families (\$399,000)
- Improvements to human services facilities total \$1.277 million and include the following projects carried-over from prior years: design and construction of a day care center for residents in the Allapattah Wynwood neighborhood (\$100,000), renovation of the Carrie Meek Comprehensive Care Center, including additional



## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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rooms, repair of bathrooms and replacement of carpet (\$150,000), reconstruction of a building damaged by Hurricane Andrew to provide child care services to 210 children from low to moderate income families (\$100,000), construction of interior improvements at the Jackson Dade Child Care facility (\$50,000), improvements to the James E. Scott Community Association (JESCA) Northshore Neighborhood Center to provide early childhood, elderly, youth and mental health services (\$502,000), the JESCA Social Services Center Renovation (\$225,000), renovations to Taylor Park Optimist and Day Care Center (\$100,000), and upgrade of the façade and landscaping of the parking lot at the Vankara Day Care Center in Opa-locka (\$50,000)

- The FY 2003 (January 1 to December 31, 2003) CDBG request for applications process will be finalized shortly after this budget is released and specific capital improvement recommendations, including the above County projects, will be made to the BCC in fall 2002; capital improvement recommendations approved by the BCC will be included in the Proposed FY 2003-04 Capital Budget

### **FY 2002-03 ADJUSTMENTS TO SERVICES**

- The Proposed Budget recommends the reorganization of the County's economic development agencies including the OCED; the staffs of the OCED and the Empowerment Zone (OCED/EZ) will be merged as herein detailed; in concept, the Proposed Budget recommends the administrative functions of OCED/EZ (to be known as OCED) along with those of the Metro-Miami Action Plan, the Urban Economic Revitalization Task Force, and the Office of Business Initiatives, be centralized in a separate division reporting directly to the Assistant County Manager; programmatic activities associated with economic development, including revolving loan fund and other programs, will be centralized in the OCED but each program will continue its unique customer focus; loan servicing will be centralized in the Housing Agency; the initially identified savings of \$1 million due to this reorganization and coordinated administration is incorporated into the Proposed Budget; specifically, pro-rata shares of Countywide General Fund dollars totaling the \$1 million have been reduced from these departments proposed budgets and are not, therefore, included as proposed revenues to those departments; a detailed report regarding the reorganization will be provided to the BCC prior to the September budget hearings
- As a result of the anticipated reduction in empowerment zone revenue from the federal government, the Trust intends to focus more on economic development revenue-generating projects such as job creation, job training, small business start-ups, small business expansion and affordable housing, and less on community development projects such as youth/cultural activities and social initiatives

### **SELECTED UNMET NEEDS**

- Need funding for training of professional staff to enhance technical knowledge and skills in a variety of complex and frequently changing program areas involving federal and state funds (\$50,000)
- Need increased funding to provide for development of affordable housing throughout the Zone (\$5 million)
- Need increased program dollars to fund business corridor improvements in the Zone (\$1 million)
- Unfunded capital needs in Miami-Dade County focus/study areas and other low-income areas are currently estimated at \$168.1 million; assuming \$8 million available from CDBG funds for capital improvements over the next five years (subsequent to FY 2002-03), the net unfunded need is \$160.1 million

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Community Development	0	0	0	0	2,640	2,763	2,640	2,763	32	31
Director's Office / Administration	50	314	0	0	2,155	2,012	2,205	2,326	25	26
Economic Development	213	212	0	0	627	911	840	1,123	16	16
Miami-Dade Empowerment Trust	2,686	1,280	1,000	980	38,800	36,694	42,486	38,954	16	16
Other Programs	0	0	0	0	33,089	68,571	33,089	68,571	0	0
Public Service Programs	0	0	0	0	4,520	4,500	4,520	4,500	0	0
Urban Development	0	0	0	0	971	1,017	971	1,017	12	12
<b>TOTAL</b>	<b>2,949</b>	<b>1,806</b>	<b>1,000</b>	<b>980</b>	<b>82,802</b>	<b>116,468</b>	<b>86,751</b>	<b>119,254</b>	<b>101</b>	<b>101</b>

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	5,905	5,895	6,773
Other Operating	42,318	80,815	112,354
Capital	13	41	127
<b>TOTAL</b>	<b>48,236</b>	<b>86,751</b>	<b>119,254</b>

### CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	02-03	03-04	04-05	05-06	06-07	07-08	FUTURE	TOTAL
ADA ACCESSIBILITY IMPROVEMENTS	2	98	0	0	0	0	0	0	100
FUTURE CAPITAL PROJECTS	0	0	2,000	2,000	2,000	2,000	0	0	8,000
HISTORIC PRESERVATION	487	332	0	0	0	0	0	0	819
HOMELESS FACILITIES	554	1,439	0	0	0	0	0	0	1,993
HUMAN SERVICES FACILITIES	457	820	0	0	0	0	0	0	1,277
INFRASTRUCTURE IMPROVEMENTS	885	4,662	0	0	0	0	0	0	5,547
NEIGHBORHOOD SERVICE CENTERS	344	156	0	0	0	0	0	0	500
PARK, RECREATION AND CULTURE PROJECTS	1,195	470	0	0	0	0	0	0	1,665
<b>Total Projected Cost:</b>	<b>3,924</b>	<b>7,977</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>19,901</b>

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### Homeless Trust

#### **PURPOSE**

Administer the proceeds of the portion of one percent Food and Beverage Tax and other revenue sources dedicated to activities for the homeless, advise the Board of County Commissioners (BCC) on issues related to homelessness, and implement the Miami-Dade County Community Homeless Plan.

#### **FUNCTIONAL TABLE OF ORGANIZATION**

##### **HOMELESS TRUST**

- Implements the policies developed by the Board of the Miami-Dade County Homeless Trust, including the utilization of local, state and federal funds to assist the homeless
- Serves as staff to the Board of the Homeless Trust and liaison to the County Manager and the Board of County Commissioners
- Coordinates Trust activities and department operations; recommends, defines, and monitors operating goals, objectives, and procedures for the Trust and the department

#### **BUSINESS PLAN**

- Strategic area: promoting an improved quality of life for all residents, especially homeless persons
- Selected goals/objectives: increase access to and use of housing beds by reducing the vacancy rates in emergency housing from five percent to four percent, transitional housing from six percent to 5.5 percent, and successful placement of 170 persons in permanent housing for a minimum of 90 days

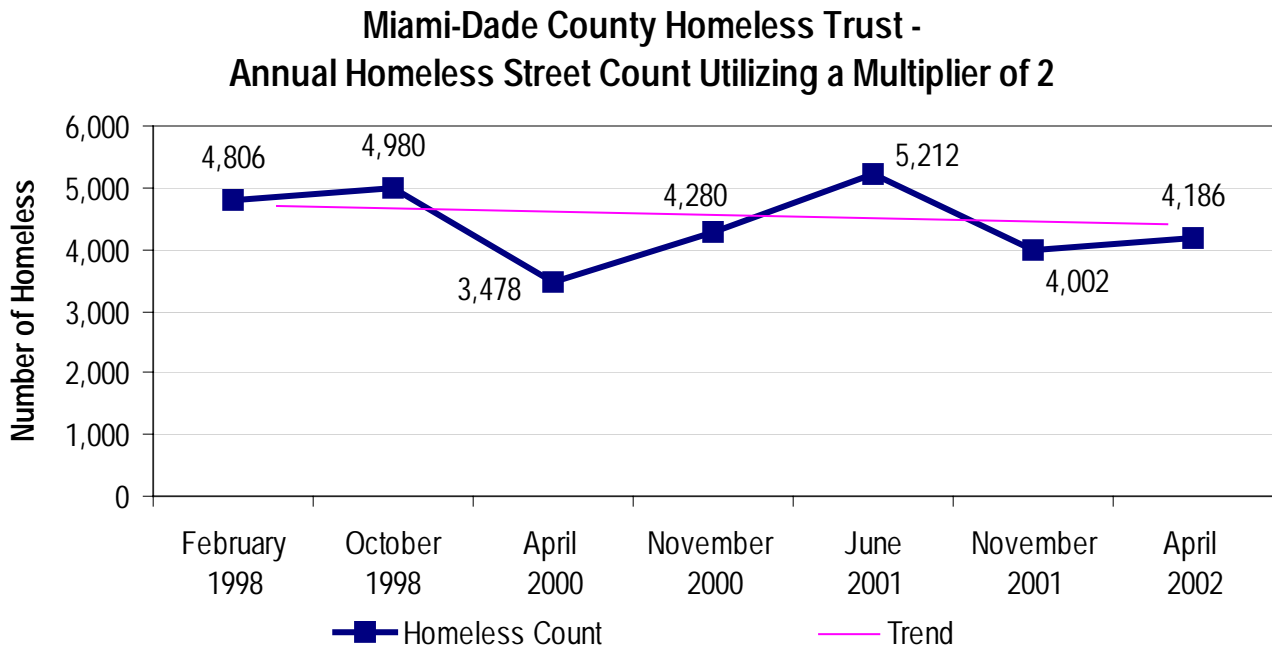
#### **FY 2001-02 SERVICE STATUS**

- Projected to receive \$7.7 million, \$400,000 more than budgeted, from the one percent Food and Beverage Tax for capital and operating costs for homeless programs (85 percent of the total tax proceeds minus a three percent collection fee); this revenue source was less affected by changes in the economy and the events of September 11 than the other sales or tourist taxes; the tax is levied on all establishments in Miami-Dade County with gross operating revenues over \$400,000 that are authorized to serve alcoholic beverages, except hotels, motels and all establishments in Miami-Beach, Surfside and Bal Harbour
- Continued serving as the lead agency for U.S. Housing and Urban Development (U.S. HUD) grant applications and subsequent funding to local agencies that provide housing and services to the homeless
- Served as the lead agency for the State of Florida Department of Children and Families Office on Homeless State Challenge grant and Homeless Housing Assistance grant
- Continued technical support to provider agencies to expand service and bed capacity in accordance with the Miami-Dade County Community Homeless Plan; continued supporting provider agencies with food donations through several food recovery agencies
- Served as the State of Florida Department of Children and Families (DCF) District 11 "homeless coalition"; received \$38,000 from DCF to support coordination efforts

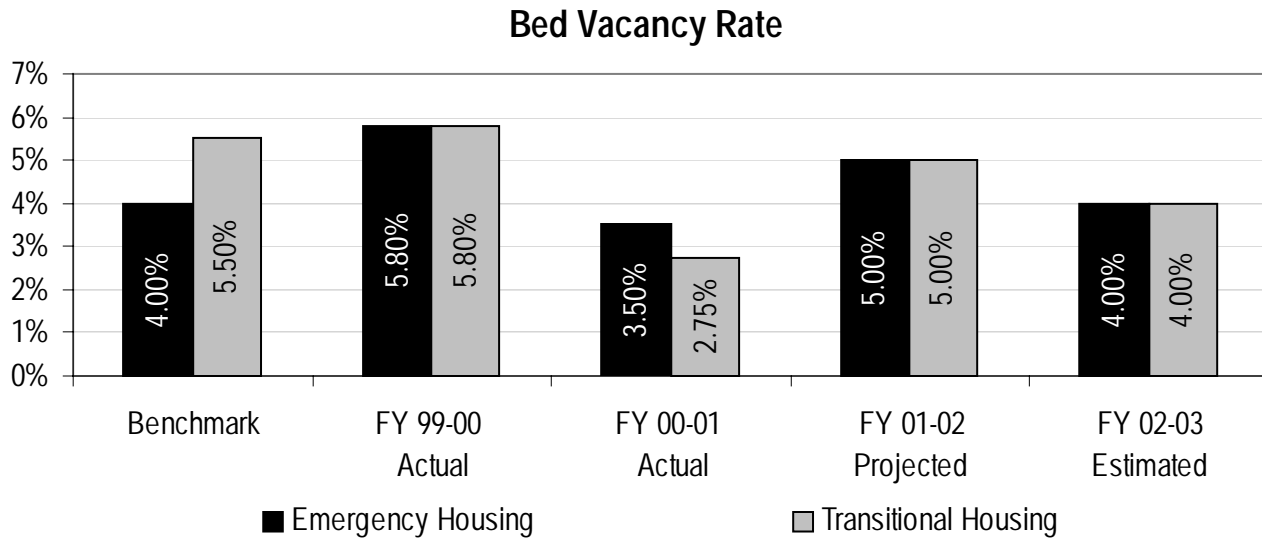
## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Received DCF Grant in Aid funding in the amount of \$195,000 to fund homeless prevention services in DCF District 11
- Continued funding 75 beds of transitional housing and case management coordination with Food and Beverage Tax proceeds and private sector contributions, previously funded with federal Department of Labor welfare-to-work (WTW) grant funds which expired in the first quarter of the current year
- Continued funding mental health transitional housing beds through a grant (\$75,000) from the Florida Department of Children and Families
- Expect to receive \$493,000 in cash donations from the Trust's private sector partner for homeless programs
- Installed a 1-800 automated toll free system to increase outreach services throughout Miami-Dade County, funded from Food and Beverage tax dollars and a private sector donation from the BellSouth Foundation; the system increases productivity by having employees spend less time answering calls for placement into facilities while improving homeless persons' access to outreach and placement programs
- Will implement a management information system for all providers to enhance reporting capabilities, improve the draw ratio for federal grants and increase integration with other social service agencies
- Received state funding of \$248,000 for the Challenge Grant program and \$1.5 million for the Homeless Assistance Grant Program
- Completed renovation of 16 transitional beds; the project, originally scheduled for completion in FY 2001, was delayed due to rehabilitation issues

### PERFORMANCE MEASURES



## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN



### FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget is \$20.4 million, which represents a 7.2 percent reduction from the current year budget as result of expiring capital grants that are non-recurring; total available revenues include Food and Beverage Tax Proceeds (\$7.6 million); FY 1995 SHP funds (\$289,000); FY 1996 SHP funds (\$1.018 million); FY 1997 SHP funds (\$151,000); FY 1998 SHP funds (\$223,000); FY 1999 SHP funds (\$1.668 million); FY 2000 SHP funds (\$3.758 million); FY 2001 SHP funds (\$4.038 million); state grant funding for Crisis Outplacement Beds (\$75,000); District 11 Homeless Grant-In-Aid (\$156,000); Food and Beverage Tax Carryover (\$1.374 million); and interest earnings (\$75,000)
- The Trust will continue to serve as the lead agency for SHP grant applications to the U.S. HUD made on behalf of homeless service providers in Miami-Dade County
- The Trust will continue to serve as the lead agency for Challenge and Homeless Assistance Grants to the State Office on Homelessness
- The proposed budget includes direct funding from the Homeless Trust for 769 emergency beds, 1,429 transitional housing beds and 954 permanent beds; the Trust facilitates the availability of 597 additional transitional and permanent housing beds
- The general fund administrative reimbursement from the Homeless Trust is budgeted at \$39,000 and the indirect cost reimbursement to the general fund is budgeted at \$133,000 for FY 2002-03; the Homeless Trust will also provide support to the Office of the County Manager (\$12,000)
- The Department will provide Stewart B. McKinney grant funds to complete renovation of 10 bedroom units at Carrfour City View apartments for advanced care/permanent housing and 96 transitional housing beds at the Family Resource Center (\$399,000)
- Renovation of the Esperanza Center, including a new roof and interior modifications, will be funded from FEMA reimbursements and the Hurricane Trust Fund (\$201,000)
- The Homeless Trust's initial goals for capital development (emergency, traditional and advanced care/permanent housing) delineated in the Miami-Dade County Community Homeless Plan (1993) are updated on an annual basis through the development of a continuum gaps and needs analysis; utilization and demographic data are used to develop this analysis; the estimated need for emergency housing is 2,037 beds; based on current inventory of 1,393, a need or goal of 644 beds remains; transitional bed need is currently estimated at 4,032 beds with support services; a total of 1,952 of that need has been met, leaving an unmet need or goal of 2,080 new beds; a total of 3,145 advanced care/permanent housing beds is required based on

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

current analysis; the system has expanded to a total of 1,488 new beds, leaving a gap and goal of 1,657 new beds

- Food and Beverage Tax proceeds of \$200,000 for additional advance care/permanent housing beds are expected to be allocated through FY 2007-08 and a substantial amount of federal and/or private matching funds will be required to fill the original 2,500 advanced care/permanent housing unit goal
- Food and Beverage Tax revenues are expected to grow by less than two percent annually based on experience to date; because of the substantial demands on these funds for operating costs, it is anticipated that only \$50,000 of these revenues will be allocated for future capital needs per year beginning in FY 2004-05; the use of this revenue is continually evaluated with regard to leveraging matching opportunities, and future year capital allocations may be revised as need and opportunities develop

### FY2002-03 ADJUSTMENTS TO SERVICES

- The Proposed budget increases transitional and advanced care beds by 224 and 34, respectively

### SELECTED UNFUNDED NEEDS

- Need to close the gap between existing housing and needs in the community, specifically 644 emergency beds (\$9.66 million initial capital and \$4.701 million recurring operating costs), 2,080 transitional beds (\$41.6 million initial and \$20.8 million recurring operating costs) and 1,657 permanent supported housing beds (\$49.7 million initial capital and \$5.9 million recurring operating costs)

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide Countywide General Fund		Unincorporated Area Unincorporated Area General Fund		Other Funding Other Funding		Total Funding Total Funding		Total Positions Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Administration and Planning	0	0	0	0	1,187	1,240	1,187	1,240	11	12
Advance Care Housing	0	0	0	0	3,362	2,079	3,362	2,079	0	0
Emergency Housing	0	0	0	0	5,814	5,870	5,814	5,870	0	0
Other Homeless Programs	0	0	0	0	2,244	2,313	2,244	2,313	0	0
Transitional Housing	0	0	0	0	9,398	8,923	9,398	8,923	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,005</b>	<b>20,425</b>	<b>22,005</b>	<b>20,425</b>	<b>11</b>	<b>12</b>

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	598	681	720
Other Operating	19,929	21,319	19,700
Capital	6	5	5
<b>TOTAL</b>	<b>20,533</b>	<b>22,005</b>	<b>20,425</b>

### CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	02-03	03-04	04-05	05-06	06-07	07-08	FUTURE	TOTAL
HOMELESS FACILITIES	131	469	0	50	50	50	50	0	800
Total Projected Cost:	131	469	0	50	50	50	50	0	800

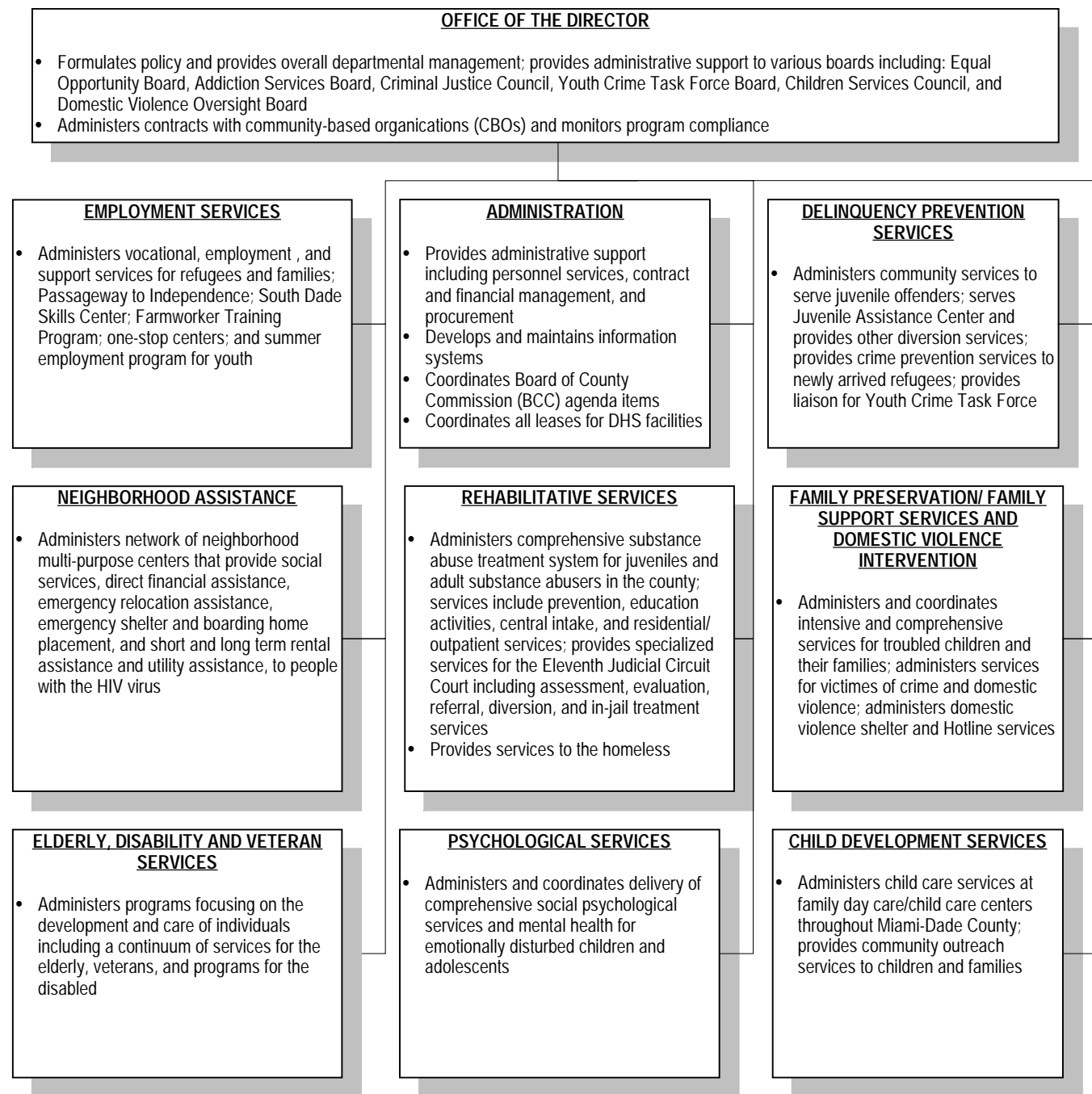
# 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

## Human Services

### PURPOSE

Provide comprehensive social services to assist children, adults, elderly, and families to attain self-sufficiency, to function independently, and lead productive lives.

### FUNCTIONAL TABLE OF ORGANIZATION



### BUSINESS PLAN

- Strategic areas: fostering an improved quality of life for all residents, especially children and senior citizens; focusing on customer service
- Selected goals/objectives: improving customer service by reducing the time to process child care provider



## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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payments and community based organization (CBO) reimbursements; increasing the percentage of clients rating human service programs as satisfactory to at least 95 percent; and increase by 50 percent (from 36 to 54) the number of subcontracted childcare facilities accredited by a nationally recognized agency

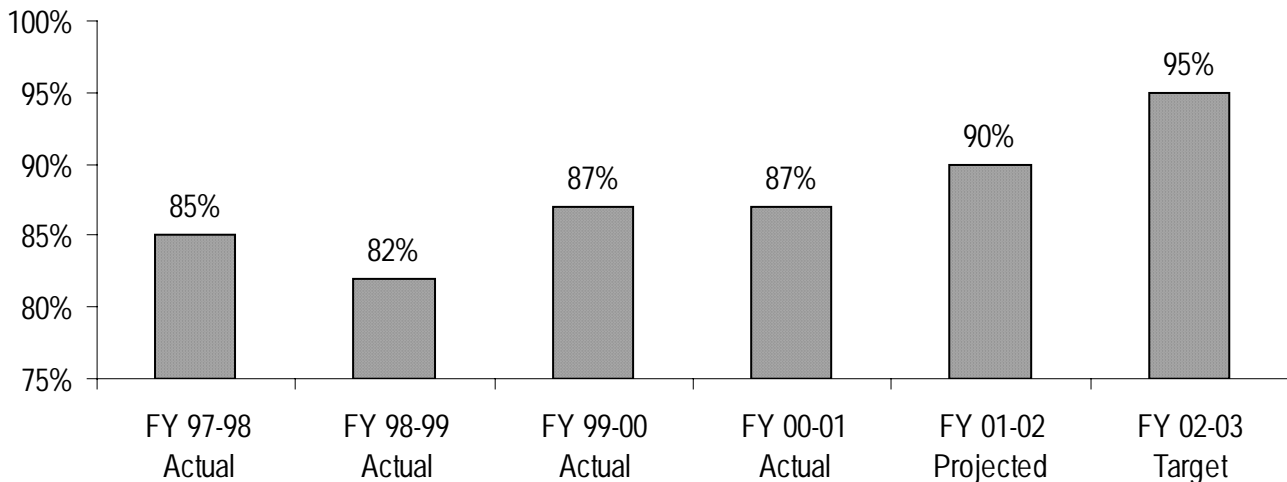
### **FY 2001-02 SERVICE STATUS**

- Occupied and began providing service in new West Miami-Dade Adult Day Care Center in May 2002; this 5,200 square foot facility will accommodate 60 disabled adults or elderly clients per day; relocation from the current leased facility will result in long-term savings and enhanced service delivery; capital funding for this facility was provided through the Community Development Block Grant (CDBG) Program (\$600,000) and the department's Capital Outlay Reserve (COR) allocation (\$16,000)
- Implemented efficiencies as required in the adopted budget to generate savings without affecting services (\$688,000) and maintained a higher than budgeted attrition rate to meet departmental savings plan target (\$772,000)
- Opened the New Beginnings Intervention program, an out-patient substance abuse treatment program for prostitution related offenders; funding is provided from the Immigration and Naturalization Service (INS) revenues in Corrections Department (\$300,000)
- Expanded Diversion and Treatment program for substance abuse treatment by 300 slots from 800 to 1,100; funding was provided by the general fund (\$488,000)
- Began utilization of the "Justice in Motion" Neighborhood Service Unit, a new mobile office that provides assistance outreach to crime victim's who are unable to access victims services in traditional settings; funding was provided through a federal Victims of Crime Act grant
- Increased Elderly Services meals program with funding provided from a \$1.34 million State of Florida grant and a \$1 million County General Fund match; the funds were distributed between the Department of Human Services (DHS) (\$21,000), the Community Action Agency (CAA) (\$416,000), the City of Hialeah Gardens (\$38,000), the City of Sweetwater (\$84,000) and CBOs (\$1.781 million)
- Provided 18,770 slots in subsidized child care; county funding for the child care purchasing pool increased from \$3 million in FY 2000-01 to \$6 million, which was augmented by matching funds from the state (\$3.9 million); utilized \$800,000 from Champion Our Children trust fund for 266 additional child care slots
- Awarded Youth Crime Task Force funds (\$2.8 million) to CBOs serving an array of criminal justice intervention and mediation efforts affecting youths; future allocations will require the Board of County Commissioners (BCC) policy decisions concerning the funding review and recommendation process; \$3 million is recommended for award during FY 2002-03
- Implemented an emergency rental assistance program to alleviate financial hardship on residents who were negatively affected by the economic impact of the September 11 terrorist attacks; emergency relief was provided to 43 families through February 2002
- Awarded a \$4 million grant for Cuban and Haitian refugees from the U.S. Department of Health and Human Services; this comprehensive social services grant will result in the establishment of six local service centers for family and refugee services; it is anticipated that this grant will be approved for four years with an additional \$4 million available for each subsequent year
- Completed roof replacements, interior renovations, installation of new central a/c units and electrical system repairs at the Kendall Cottages with funding provided from the COR (\$790,000) and the Liability Trust Fund (\$77,000)
- Completed roof replacements at Culmer Neighborhood Service Center (NSC) (\$225,000) and South Dade Skills Center (\$572,000) with funding provided from CDBG and the COR

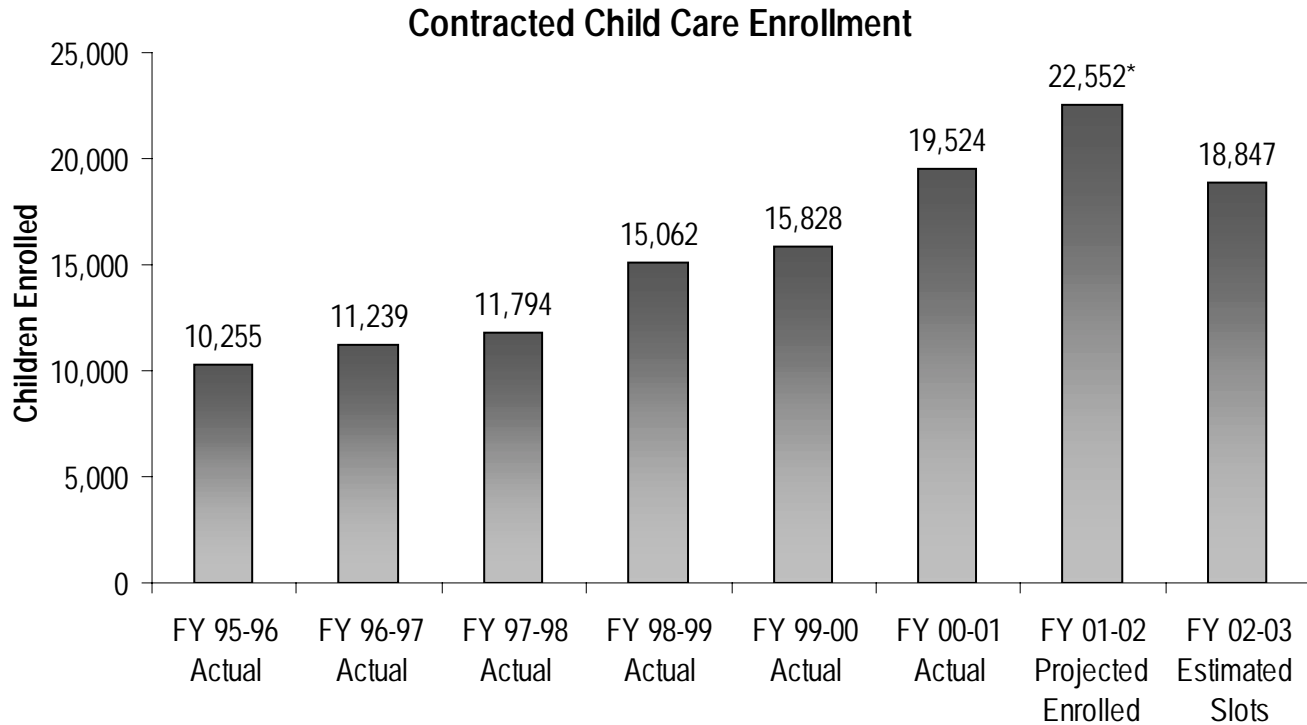
## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Completed or expect to complete the following improvements at other facilities prior to the end of FY 2002-03: Naranja NSC fire alarm system (\$50,000), South Dade Skill Center fire alarm system (\$75,000) and structural repairs (\$30,000), Florida City NSC parking lot and air conditioning (\$135,000), Emergency Housing North Kitchen Cabinets (\$101,000), Culmer NSC interior renovations and electrical repairs (\$71,000), Edison NSC center fire alarm system (\$50,000), Disability Services and Independent Living (D-Sail) air conditioning replacement (\$40,000); Frankie Shanon Rolle NSC painting (\$28,000); funding was provided by the departmental COR allocation and the Liability Trust Fund
- Ongoing minor and emergency repairs to the DHS facilities provided by the General Services Administration (GSA) through the service ticket process were funded from the COR (\$1.2 million)
- Expecting completion of a 250-bed transitional housing center for homeless women, including victims of domestic violence, in the fall of 2002; the \$4.278 million dollar project was coordinated by the Junior League of Miami and funded from a variety of sources including documentary surtax funds, the Food and Beverage Tax proceeds, and federal grants; the County will operate the facility
- Continued renovations to an existing building acquired with the Food and Beverage Tax proceeds (\$4.259 million) to provide a 40-bed facility in north Miami-Dade for battered spouses and their children; completion is now scheduled for November 2002; began site selection for a similar domestic violence facility in south Miami-Dade with funding provided from the portion of the Food and Beverage Tax proceeds dedicated to domestic violence

### Families Showing Improvement (Youth and Family Development Programs)



## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN



\*Not all children are enrolled for the entire year.

### **FY 2002-03 RECOMMENDATIONS**

- The FY 2002-03 Proposed Operating Budget is \$161.209 million, which is three percent less than the current budgeted level; the reduction is mainly due to loss of federal and state grants and lower general fund support for departmental operations and the Youth Crime Task Force; general fund support is \$58.911 million compared to the current year \$61.794 million
- Departmental efficiencies contained in the recommended FY 2002-03 budget without affecting services include: reduced administrative and operating support in the Elderly, Neighborhood, Employment, Youth and Family Development and Administrative Services Divisions (\$2.103 million, 16 filled positions, 10 vacant positions)
- Funding for substance abuse services at the Diversion and Treatment Program in south Miami-Dade County will no longer be provided from the Local Law Enforcement Block Grant; the services will continue with General Fund support (\$488,000)
- The substance abuse trust fund will be depleted by the end of the fiscal year; funding for treatment services at the Jack Orr Ranch will now be provided by CDBG (\$230,000) and the General Fund (\$248,000)
- The department will continue seeking additional grant funding from federal, state and private sources to increase services, improve existing services and mitigate potential negative impacts due to the alteration of individual entitlement programs
- The department is expecting to continue receiving grant funds from the State and other sources to manage child care slots in Miami-Dade County; the State has allocated the funds to the Miami-Dade School Readiness Coalition, Inc., which is now responsible for selecting local managers; the County is currently negotiating with the Coalition to determine the final allocation between the department and Family Central Inc.; this budget assumes approximately the same level of state funding as the current year; as in past years, the anticipated match for the County managed portion of the grant (\$1.759 million) is included within the departmental operating budget and \$549,000 is budgeted in the non-departmental Health and Human Services section of the

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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county budget as a grant match for 80 percent of the required match for the Family Central, Inc. portion of the program; an additional subsidized child care grant match allocation is reserved for the Redlands Christian Migrant Association (\$118,000), if necessary, pursuant to the current policy of the BCC regarding grant match for CBOs receiving state subsidized child care management contracts; an update to the subsidized child care program budget information will be presented to the BCC upon finalization of the new agreement

- The General Fund will continue providing \$6 million for the child care purchasing pool; these funds draw additional matching funds that increase the number of available subsidized child care slots countywide; an application has been filed with the State Child Care Executive Partnership Board
- The recommended FY 2002-03 General Fund CBO funding for social services and criminal justice activities funded through the Alliance for Human Services collaborative process remains at the current level of \$11.661 million, which includes previously awarded CBO continuation funding (\$725,000), an increased allocation for services for the developmentally disabled (\$250,000) and creation of a small grants program, (\$225,000); this represents year two of a three-year funding commitment to promote financial stability for CBOs to continue providing high quality social services; allocation recommendations by the Alliance for Human Services will be made later this summer following completion of programmatic review
- The department will continue seeking accreditation from the Council on Accreditation for Children and Family Services which will allow it to compare and adjust policies and practices to be in compliance with more than 1,000 agencies that have been accredited by the Council
- The FY 2002-03 Proposed Capital Budget and Multi-Year Plan totals \$10.888 million and includes funding from COR (\$888,000) and the Food and Beverage Tax (\$10 million)
- The COR will provide \$888,000 for extraordinary repairs and improvements at DHS facilities, including renovation of the Wynwood NSC (\$538,000) and miscellaneous enhancements at other countywide facilities including NSCs, domestic violence shelters, emergency housing centers, youth and family development centers (\$350,000)
- Completion of the renovations to an existing building to provide a 40-bed facility in north Miami-Dade for battered spouses and their children is now scheduled for November 2002 (\$4.25 million); site selection for a similar facility in south Miami-Dade (\$5.75 million) continues with funding for both projects provided from the portion of the Food and Beverage Tax proceeds dedicated to domestic violence
- Ongoing minor and emergency repairs to DHS facilities provided by GSA through the service ticket process are funded from the COR (\$1.2 million); this allocation is reflected in the COR section of the Proposed Budget and Multi-year Capital Plan; a portion of this allocation will be used for a managed competition plan to improve the maintenance of DHS facilities; a report on this activity will be available in the fall
- CDBG capital funding for a senior activity room and parking lot at the Opa-locka NSC (\$450,000) has been reprogrammed for other uses; the County will continue the planning and design for the project and seek future CDBG allocations when construction is imminent
- The COR will provide the DHS \$200,000 for replacement of personal computers

### **FY 2002-03 ADJUSTMENTS TO SERVICES**

- Expect to begin operation of the new 250-bed transitional housing center for homeless women in October 2002; operating funds for this facility are provided from a federal grant (\$1.005 million) and a local match budgeted in the grant match reserve (\$220,000)
- Operation of the new 40-bed domestic violence shelter for battered spouses and their children will commence in December 2002; a Request for Proposals (RFP) or Request for Qualifications (RFQ) will be used to select the operator, with funding provided by the Food and Beverage Tax; a budget adjustment will be required if DHS is chosen as the operator

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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- Full implementation of the Cuban/Haitian Crime Victimization Refugee grant will provide comprehensive crime prevention services for recent Cuban and Haitian refugees including community awareness, domestic violence and at-risk youth intervention, community based partnerships, training and technical assistance; pursuant to the federal grant guidelines, eight CBOs will receive \$180,000 each to provide support services
- Maintenance of DHS facilities will be improved by conducting a managed competition among the private and public sector to provide minor repairs and maintenance services to the more than 40 locations and 500,000 square feet of buildings occupied by the department; a portion of the \$1.2 million in COR funds allocated for minor repairs will be used for this program
- The Office of Rehabilitative Services (ORS) will reduce staff in Treatment Alternatives to Street Crime (TASC) operations to conform with current caseload requirements (\$518,000, five filled positions, four vacant positions); staffing at the Central Intake unit will be reduced and the unit will no longer be open on Saturdays (\$108,000, one filled position, two vacant positions)
- The Psychological Services Division will reduce clinical support at specialized development centers (\$316,000, four filled positions)
- Youth and Family Development will reduce administrative and paraprofessional support in delinquency prevention services, eliminate the rent subsidy to Abriendo Puertas, reduce counseling services in the Family Builders Program, job development services in the Victims Assistance Program will be outsourced; Community Outreach Services, recently relocated to the Child Development Services Division, will also be reduced impacting "Ages and Stages" screening (\$665,000, 11 filled positions, 1 vacant position)
- Treatment for perpetrators of domestic violence will be reduced, resulting in an increased waiting list for court ordered treatment through the Family and Victims Services Division (\$185,000, two filled positions, one vacant position)
- The Elderly Services Division will eliminate vacant home care aid positions now being staffed with temporary employees and reduce services to 27 elderly frail adults (\$68,000, three vacant positions); elderly transportation services will reduce the number of shopping groups from 40 to 30 (\$127,000, four filled positions)
- Programs affected by reductions in state and federal funds that will not be absorbed by the County total \$2 million and include the D-Sail grant for disability employment services (\$72,000, one filled position, one vacant position), the Juvenile Alternative Sanctions Program (JASP) grant for pre-trial juvenile diversion (\$87,000, two filled positions), employment programs including year round summer youth administrative support (\$486,000, 12 filled positions), the Earn and Learn program (\$109,000, three filled positions), the Passageways to Independence Program (\$792,000, 16 filled positions, one vacant position), and Adult Disabled Farmworker Training (\$38,000, one filled position), City of Miami Housing Opportunities for People with Aids (\$29,000, one filled position); Elder Care grant for Adult Day Care and transportations services (\$27,000, one filled position) and ORS grants from DCF for substance abuse treatment services (\$190,000, two filled positions, one vacant position)

### **SELECTED UNMET NEEDS**

- Need to increase contract rate for boarding homes to \$19.73 per day for 40 clients (\$75,000)
- Need to reduce response time for Equal Opportunity Board complaints to 30 days (\$385,000)
- Need to reduce the 900 person elderly waiting list for home care (\$2.285 million)
- Need to replace buses in Elderly Services to improve transportation program (\$170,000)
- Unfunded capital needs consist of 32 projects with an estimated cost of approximately \$25 million; capital needs outlined by the department include expansion of existing NSCs and construction of a new NSC in Little Havana; expansion and construction of adult day care facilities and other development centers; additional emergency housing and victims centers; renovation and replacement of existing aging facilities and equipment

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

to ensure that adequate facilities are available for delivering high quality social services to the citizens of Miami-Dade County; funding, including state and federal grants, will be pursued to address these needs

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Administration	7,546	7,183	0	0	379	244	7,925	7,427	79	74
Advisory Boards	286	259	0	0	1,318	1,170	1,604	1,429	10	9
Child Care and Development	9,429	10,019	0	0	75,480	73,435	84,909	83,454	210	258
Community-Based Organizations	11,661	11,661	0	0	0	0	11,661	11,661	0	0
Contract Monitoring	779	869	0	0	120	120	899	989	12	14
Elderly, Disability, and Veteran Services	7,031	6,712	0	0	2,997	2,896	10,028	9,608	196	182
Employment and Training	43	18	0	0	8,220	6,190	8,263	6,208	128	105
Equal Opportunity Board	451	445	0	0	236	241	687	686	9	9
Neighborhood Services	6,049	5,623	0	0	2,362	2,210	8,411	7,833	84	73
Special Client Services	725	761	0	0	3,243	1,578	3,968	2,339	29	19
Substance Abuse Treatment	6,385	6,340	0	0	5,546	4,809	11,931	11,149	170	162
Victims Services	3,210	3,268	0	0	1,976	1,679	5,186	4,947	59	50
Youth and Family Services	4,199	3,753	0	0	3,181	7,726	7,380	11,479	161	144
Youth Crime Task Force	3,000	2,000	1,000	0	0	0	4,000	2,000	0	0
<b>TOTAL</b>	<b>60,794</b>	<b>58,911</b>	<b>1,000</b>	<b>0</b>	<b>105,058</b>	<b>102,298</b>	<b>166,852</b>	<b>161,209</b>	<b>1,147</b>	<b>1,099</b>

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	49,386	55,978	54,034
Other Operating	102,663	110,423	106,981
Capital	632	451	194
<b>TOTAL</b>	<b>152,681</b>	<b>166,852</b>	<b>161,209</b>

### CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	02-03	03-04	04-05	05-06	06-07	07-08	FUTURE	TOTAL
FACILITY IMPROVEMENTS	0	350	0	0	0	0	0	0	350
NEIGHBORHOOD SERVICE CENTERS	108	430	0	0	0	0	0	0	538
VICTIMS SERVICES FACILITIES	3,637	3,269	3,094	0	0	0	0	0	10,000
<b>Total Projected Cost:</b>	<b>3,745</b>	<b>4,049</b>	<b>3,094</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,888</b>

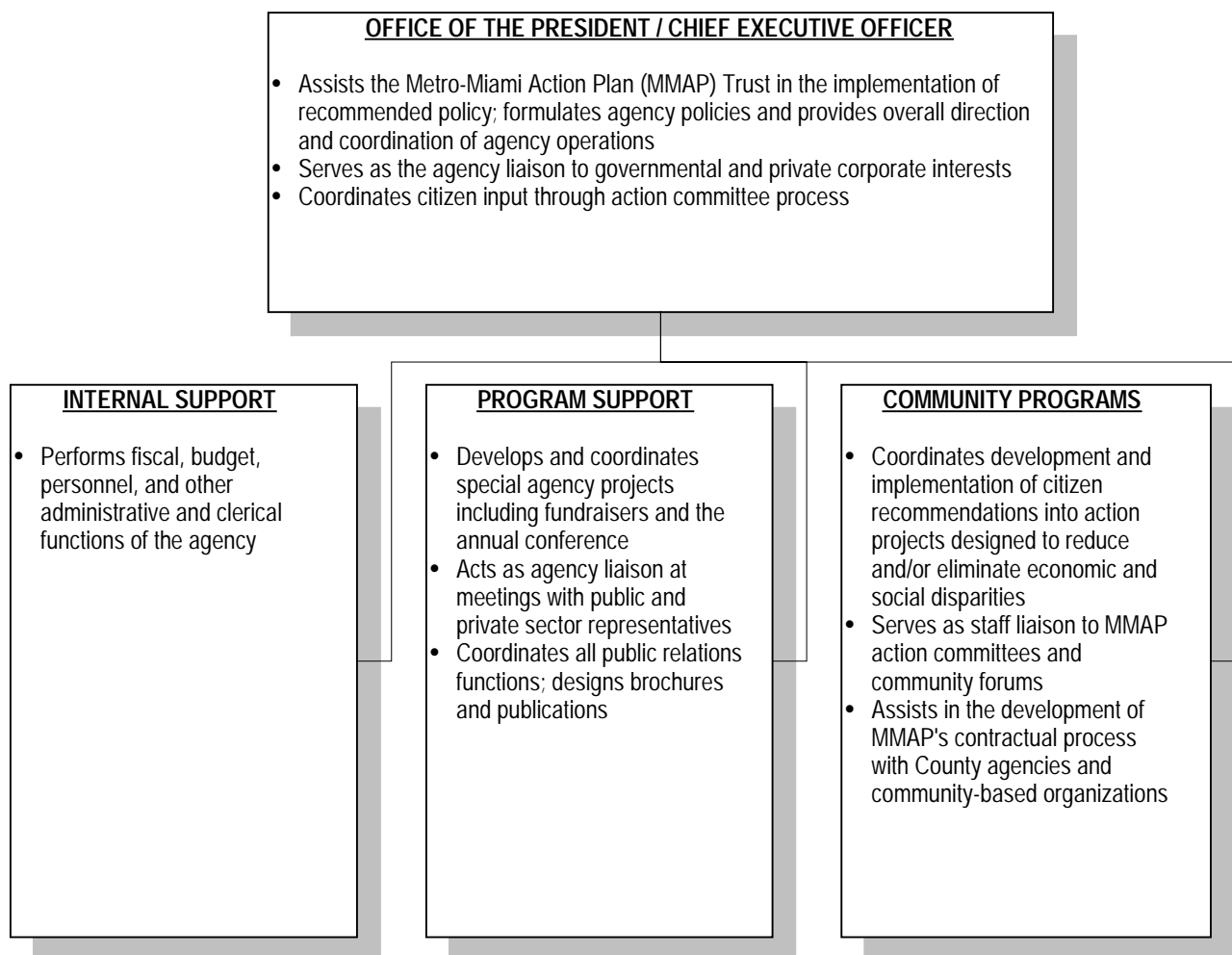
## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### Metro-Miami Action Plan

#### PURPOSE

Address and advocate for health, economic, and social needs primarily of the African-American community; encourage and facilitate the coordination of programs providing assistance to African-Americans; serve as a catalyst for the elimination of disparities within the community.

#### FUNCTIONAL TABLE OF ORGANIZATION



#### BUSINESS PLAN

- Strategic areas: promoting a healthy economy and an improved quality of life, especially for children and seniors
- Selected goals/objectives: diverting 500 youth offenders from the juvenile courts into Metro-Miami Action Plan's (MMAP) Teen Court program and providing down payment and closing costs assistance to 200 low and moderate-income homebuyers

#### FY 2001-02 SERVICE STATUS

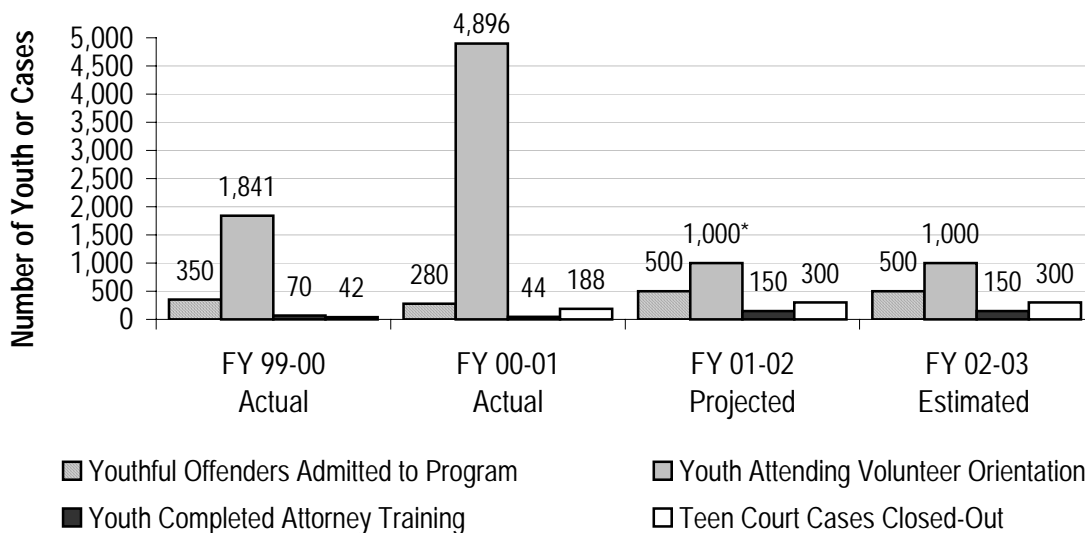
- Providing funding for a study by the Opa-locka Community Development Corporation on the viability of a public/private shopping center (\$100,000)
- Held MMAP's 19<sup>th</sup> Annual Community Conference covering technological, housing, criminal justice, education, and economic development issues



## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Continued to provide MMAP's Homeownership Assistance Program utilizing dedicated commercial documentary surtax funds, whereby a qualified applicant receives a forgivable loan up to \$5,000 to use toward down payment and closing costs on the purchase of a home; maintained loan size and price range of eligible homes at \$125,850 in an effort to assist low to moderate-income homebuyers
- Revised MMAP's revolving loan policies and procedures manual relating to interest rates and implemented a one-time application fee for each MMAP Homeownership Assistance loan recipient; fee will help cover loan set-up and servicing costs
- Continued the non-violence training program for middle school students at the Martin Luther King, Jr. Academy Leadership School; funding from the Miami-Dade County Public Schools (MDCPS), budgeted at \$50,000, is projected to be \$314,000 due to a new contract between MMAP and MDCPS to train more students
- Continued to administer MMAP's Teen Court program that diverts youth, who have admitted guilt to misdemeanors, from juvenile courts; conducting the program in conjunction with the MDCPS, the Florida Department of Juvenile Justice District 11, and the Office of the State Attorney; funding is provided from a \$3 court cost assessment fee projected to generate \$1.45 million for FY 2001-02
- Utilized occupational license surtax proceeds (\$282,000) to fund a portion of MMAP's economic development activities; continued MMAP's relationship with the Entrepreneurship Institute at Florida Memorial College to provide a training and technical assistance program for minority business owners, operators, and individuals planning to start or expand a business (\$104,000); remaining proceeds utilized for various other economic development activities (\$178,000)
- Began MMAP's developer-era role when on January 29, 2002, the Board of County Commissioners (BCC) approved a resolution granting MMAP the development rights on the land surrounding the Northside Metrorail Station

### Teen Court Program



\*FY 01-02 shows a decrease in the number of youths attending volunteer orientation as the practice of providing orientations to large student assemblies has been discontinued

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget for MMAP is \$7.087 million; funding is comprised of carryover (\$2.247 million), Countywide General Fund (\$802,000), an eight percent dedication of the Documentary Stamp Surtax (\$1.4 million) and associated interest earnings (\$10,000) to be used for affordable housing programs, loan processing fees on MMAP's Housing Assistance Program (\$1,000), an eight percent dedication of the Occupational License Surtax (\$284,000) transferred from the Beacon Council to be used for economic development activities, economic development loan interest earnings (\$3,000), MDCPS – Martin Luther King, Jr. Leadership Academy (\$314,000), misdemeanor and traffic violations ticket surcharge (\$1.45 million) and associated interest earnings (\$40,000) to be used for the Teen Court program, and a U.S. HUD economic revitalization grant for investment efforts in Overtown (\$536,000)

### FY 2002-03 ADJUSTMENTS TO SERVICES

- The Proposed Budget recommends the reorganization of the County's economic development agencies including the Metro-Miami Action Plan; the staffs of the Office of Community and Economic Development and the Empowerment Zone (OCED/EZ) will be merged with said merger detailed in the OCED/EZ pages of this Proposed Budget; in concept, the Proposed Budget recommends the administrative functions of OCED/EZ (to be known as OCED) along with those of the Metro-Miami Action Plan, the Urban Economic Revitalization Task Force, and the Office of Business Initiatives, be centralized in a separate division reporting directly to the Assistant County Manager; programmatic activities associated with economic development, including revolving loan fund and other programs, will be centralized in the OCED but each program will continue its unique customer focus; loan servicing will be centralized in the Housing Agency; the initially identified savings of \$1 million due to this reorganization and coordinated administration is incorporated into the Proposed Budget; specifically, pro-rata shares of Countywide General Fund dollars totaling the \$1 million have been reduced from these departments proposed budgets and are not, therefore, included as proposed revenues to those departments; a detailed report regarding this reorganization will be provided to the BCC prior to the September budget hearings

### SELECTED UNMET NEEDS

- Need to increase economic development activities, including international trade, by increasing economic development, commercial, and capital program funds (\$10 million recurring)

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Administration	737	802	0	0	512	0	1,249	802	6	6
Affordable Housing Programs	0	0	0	0	1,499	1,603	1,499	1,603	3	3
Economic Development Programs	660	0	0	0	851	891	1,511	891	9	9
Social Justice Programs	102	0	0	0	2,513	3,791	2,615	3,791	18	18
<b>TOTAL</b>	<b>1,499</b>	<b>802</b>	<b>0</b>	<b>0</b>	<b>5,375</b>	<b>6,285</b>	<b>6,874</b>	<b>7,087</b>	<b>36</b>	<b>36</b>

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	1,352	1,869	1,822
Other Operating	1,572	4,915	5,185
Capital	90	90	80
<b>TOTAL</b>	<b>3,014</b>	<b>6,874</b>	<b>7,087</b>

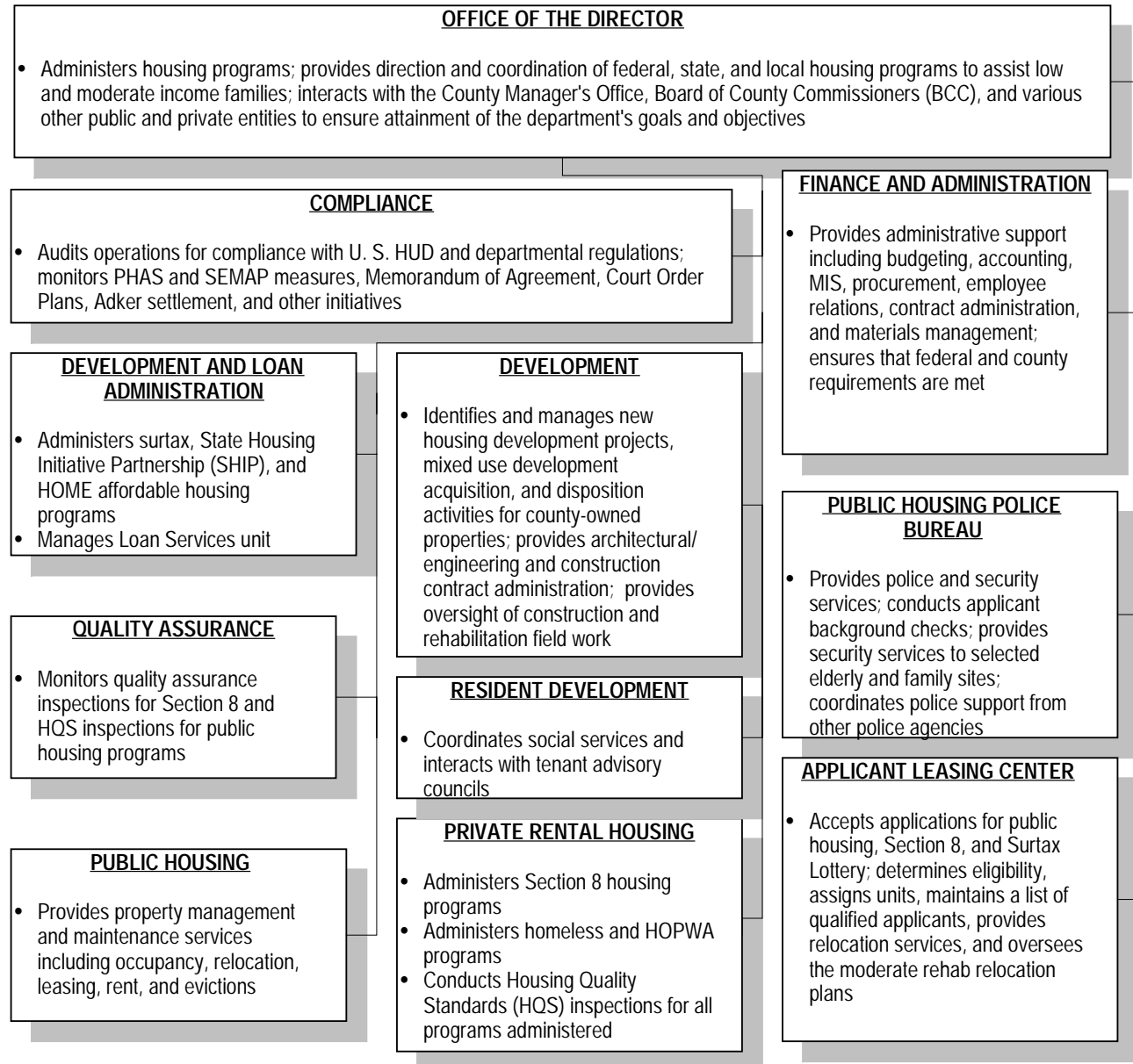
## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### Miami-Dade Housing Agency

#### PURPOSE

Improve the availability and condition of 17,708 units of privately-owned low and moderate income housing; manage and maintain approximately 10,900 units of County-owned, federally subsidized housing; facilitate provision of supportive services and programs to improve the quality of life and general environment of public housing residents; and coordinate the County's affordable housing programs.

#### FUNCTIONAL TABLE OF ORGANIZATION



#### BUSINESS PLAN

- Strategic areas: fostering an improved quality of life, especially for children and seniors; promoting efficient and effective government; focusing on customer service
- Selected goals/objectives: assisting 600 families to move from renting to homeownership each year; achieving a 95 percent occupancy level in public housing and a 90 percent lease up rate in private rental housing;

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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maintaining a tenant accounts receivable delinquency rate of less than five percent during the fiscal year; conducting customer service surveys of public and private rental housing; increasing housing information available through the County's web site

- Capital program strategy: modernize, rehabilitate, renovate and maintain public housing properties to meet acceptable standards

### **FY 2001-02 SERVICE STATUS**

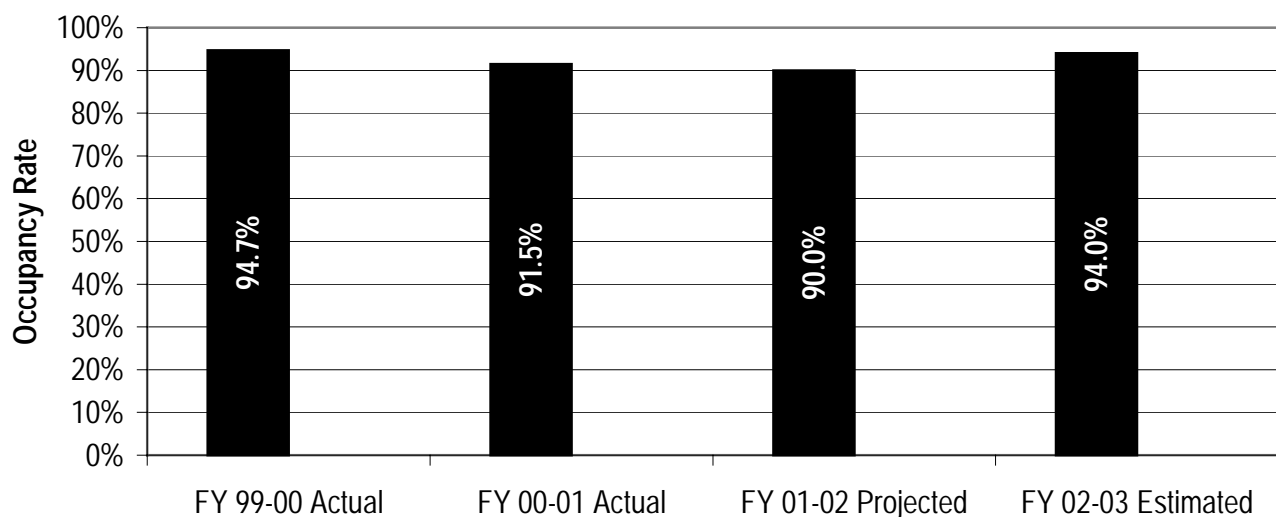
- Achieved a Public Housing Assessment System score of high performer and a score of satisfactory for the Section 8 Management Assessment Program for FY 2001 from the U.S. Department of Housing and Urban Development (U.S. HUD)
- Continued counseling and relocation of Scott/Carver public housing residents in anticipation of demolition and new construction under the Housing Opportunities for People Everywhere (HOPE VI) redevelopment project; as of early May 2002, 164 resident families have been relocated, including 87 with a Section 8 voucher, 62 to other public housing, two to home ownership and 13 to other housing options; the project has been delayed due to a lawsuit, which is expected to be resolved this summer; completed site plans for the new residential development with participation of residents and design work is underway for the new town homes, single-family homes and apartments
- Received funding for the Drug Elimination Grant (DEG) from U.S. HUD (\$2.541 million) for FY 2001; with FY 2000 carryover, these funds are sufficient to continue services through September 2003, including public housing policing; the Proposed FY 2002-03 Federal Budget for U.S. HUD eliminates direct funding of this program
- Beginning work on infill and other affordable housing projects with a \$5 million revolving loan received in spring 2002 from Fannie Mae; repayments will begin in FY 2002-03
- Issued 330 home ownership loans valued at \$12.2 million, 59 home rehabilitation loans valued at \$635,000 and 12 multi-family loans valued at \$16.2 million through the affordable housing program from October 2001 through April 2002
- Provided the Metro-Miami Action Plan eight percent of the Documentary Surcharge program revenues (\$1.3 million) for housing initiatives consistent with statutory requirements; new revenue is projected to decrease slightly due to economic conditions
- Received a \$327,000 allocation of 2002 CDBG funds for tenant-oriented social service programs, including family self-sufficiency (\$124,000), tenant relocation assistance (\$70,000), resident meals program (\$97,000) and Shelter Plus (\$36,000); in addition, \$500,000 of Home Investment Partnership Program funds were allocated to the HOPE VI project for various services, including relocation
- Performed 1,050 Housing Quality Standards inspections for the City of Miami's Housing Opportunities for Persons with AIDS (HOPWA) program; the City will assume responsibility for operating this program by October 1, 2002
- Continuing to work in coordination with Florida International University on evaluation and efficiency and effectiveness improvements in Private Rental Housing, Applicant Leasing Center and Public Housing
- Continuing to implement requirements under the Adker settlement; HOPE, Inc., is directing operations at the Fair Housing Assistance Center in accordance with the settlement agreement
- Transferred five positions to the Community Action Agency to combine rehabilitation and weatherization programs in one department; two positions were approved to convert two part-time social worker positions to full-time for the Helen Sawyer assisted living facility; seven positions that worked under the HOPWA program will be eliminated since the services will be provided by the City of Miami effective October 1, 2002; since one

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

of the private management companies ended its contract at Arthur Mays Villas, the agency assumed management of this site with 13 positions

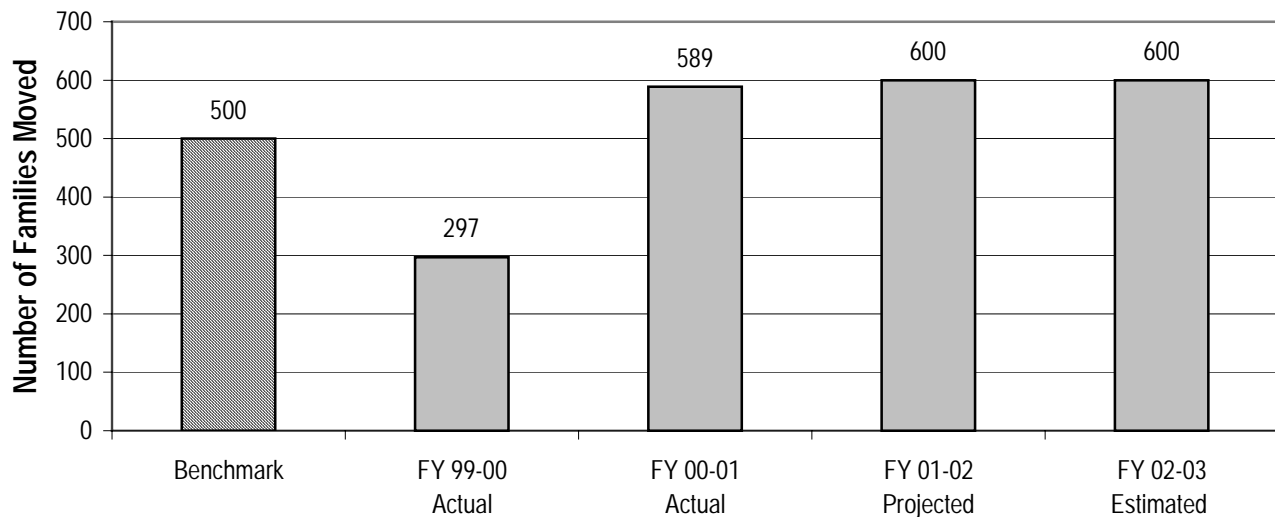
- Received \$16.789 million in Capital Fund Program (CFP) 711 from U.S. HUD in November 2001, of which \$13.235 million was programmed for direct capital expenses in public housing; the balance of \$3.554 million was identified for operations, management improvements, relocation costs, and other items related to modernization of public housing; approximately \$4.399 million will be spent during FY 2001-02, the remaining \$8.836 million from this grant is planned to be spent by the end of 2004 for modernization, rehabilitation and maintenance of public housing
- Received funding for an additional \$1.152 million in CFP 721 and \$269,000 in CFP 720, of which a total of \$710,000 will be programmed to replace tax credit revenue for the Ward Towers assisted living facility (ALF); the balance of \$790,000 for the ALF will come from CFP 710; Ward Tower ALF is progressing with ground breaking expected in summer of 2002 and completion by end of calendar 2003
- Provided the Housing Finance Authority \$2 million of Surtax funds to administer an emergency mortgage assistance program to persons negatively impacted as a result of the economic downturn related to the September 11 incidents; this allocation has reduced the amount listed as a long term payable in the county fixed asset account; a review of the organizational reporting relationship within county government will be completed during the summer
- Completed all the CFP 710, architectural and engineering fees, dwelling and nonexpendable equipment and non-dwelling structure projects; the remaining \$5.487 million will be expended by September 2003
- Expected to complete by the end of this fiscal year the following comprehensive modernization projects: Lincoln Gardens (\$3.5 million), Heritage Village (\$1.7 million), Smathers Plaza (\$1.8 million), Modello (\$1.6 million), Claude Pepper (\$800,000), Annie Coleman - site #2 (\$800,000), Annie Coleman - site #39 (\$1 million)
- Will continue to install hurricane shutters in public housing facilities to protect residents and property with funding provided from the annual CFP grant

### Occupancy Rate of Public Housing



## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### Families Moved from Renting to Homeownership



### FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget for Miami-Dade Housing Agency (MDHA) is \$291.952 million and is comprised of \$78.950 million for housing operations, \$122.891 million for housing assistance payments, \$87.049 million for mortgage/construction loan financing provided through the Documentary Surtax and State Housing Initiative Partnership (SHIP) programs, and other sources (\$3.062 million); funding for several activities included in the FY 2002-03 budget are contingent upon the availability of FY 2003 Community Development Block Grants (CDBG) and SHIP funds
- The Proposed Budget recommends the conversion of 56 part-time positions to full-time, bringing the total full-time position count to 833; the budget includes a nine percent agency-wide attrition rate with an estimated value of \$3.1 million
- Within the Proposed Budget of \$291.952 million, \$213.002 million is passed through to private entities such as developers, landlords and homeowners and \$78.950 million is used for MDHA operating expenses, and therefore is the value reflected in this Operating Budget; the Operating Budget (excluding administrative support) is comprised of affordable housing activities (\$8.211 million), housing inspections and compliance (\$1.742 million), private rental administration (\$12.472 million), public housing activities (\$44.267 million), resident specific services (\$2.087 million), and new markets and tenant selection and leasing (\$1.258 million)
- Pursuant to the Adker settlement, an anti-discrimination suit brought on behalf of African Americans in public housing, \$1.12 million will be made available to HOPE, Inc. for operation of a Fair Housing Assistance Center to promote diversity in the Section 8 program and other services; funding for the center will be divided between federal funds allocated to MDHA and County General Revenue as required by the terms of the settlement; FY 2002-03 will be the final year of this five-year funding commitment
- The centralization of all loan servicing activities into the housing agency existing loan servicing section will be reviewed over the summer and a report will be submitted before the budget hearings in September
- The administrative budget includes a \$775,000 reimbursement to the County General Fund for Section 8 program-related indirect costs and a \$167,000 administrative reimbursement from the Surtax program; the Proposed Budget also includes a \$352,000 payment to the County Attorney's Office for two attorneys, a paralegal, and a secretary dedicated to housing matters, \$88,000 to the Office of the County Manager, \$85,000



## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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for Miami-Dade TV promotional spots, \$10,000 for legislative analysts in the Commission office, and \$208,000 to support the geographic information system, Metronet, and the Office of the Chief Information Officer

- The agency has budgeted sufficient funds to begin repaying the Fannie May \$5 million loan; full repayment must be made by September 2003 with quarterly payments estimated at \$1.3 million; repayments will be made with revenue from the funded projects
- Final programmatic funding recommendations for the 2003 CDBG program year (January 1 to December 31, 2003) will be determined later in the year; this Proposed Budget assumes \$98,000 for the Jack Orr Elderly Meals Program
- New revenue from the Documentary Surtax Program for FY 2002-03 is estimated to be \$16 million and pursuant to the Board of County Commissioners' policy eight percent of this revenue (\$1.28 million) will be dedicated to Metro-Miami Action Plan for housing programs consistent with statutory provisions
- CFP 712 allocation is estimated to be approximately \$17.8 million; \$6.1 million of the capital budget is used to cover operational and administrative costs related to managing capital programs and for management improvements
- The federal public housing subsidy is budgeted at \$28.513 million, three percent more than budgeted in the current year; this is the result of a change in the U.S. Department of Housing and Urban Development's formula intended to help make up for the loss of the Drug Elimination Grant (DEG), but the increased revenue is substantially less than this grant has been; DEG carryover will maintain the current level of police support in public housing; all federal funding is tentative and dependent upon final federal appropriations
- The agency will continue to re-program Surtax funds from delayed or eliminated projects to provide funding for developers that complete transactions and meet County requirements in a timely manner
- The FY 2002-03 Proposed Budget and Multi-Year Capital Plan for MDHA totals \$149.823 million for public housing improvements, repairs and modernization, (including \$137.518 million over the next six years); this includes the following sources: Bond Anticipation Notes \$4.5 million, Capital Funds Programs (CFP 710, 711 and 712) \$26.023 million, future Capital Funds Program \$75 million, HOPE VI grant \$33 million, Documentary Surtax \$11.3 million
- The capital program for public housing assumes the MDHA will receive an estimated \$17.8 million of CFP 712 funds in the summer of 2002, of which \$11.7 million will be programmed for direct capital expenditures and the balance of \$6.1 million will be allocated to operations (\$1.7 million), management improvements (\$2.55 million), administrative costs (\$1.7 million) and relocation cost (\$150,000); the CFP application will be submitted to the BCC once the yearly allocation amount is approved by U.S. HUD; if Congress reduces future capital grants for public housing, related administrative funds and positions will be adjusted accordingly to reflect the lower funding level
- The FY 2002-03 Proposed Capital Budget is \$26.755 million and is funded from the following sources: CFP 712 (\$3.715 million), CFP 711 carryover (\$4.653 million), CFP 710 carryover (\$5.487 million), Documentary Surtax revenue (\$3.2 million), HOPE VI grant (\$7 million) and Bond Anticipation Notes (\$2.7 million); these funds are for renovations, demolition, site development, repairs and extensive modernization in public housing developments, and the acquisition, installation, and repair of equipment, including generators, elevators and fire suppression devices
- The HOPE VI redevelopment and modernization of Scott/Carver Homes public housing complex is expected to commence soon after the lawsuit is resolved, assuming the county position prevails; after relocation is completed for each sector, demolition of existing units will begin; the design phase is underway; total future multi-year estimated cost is \$37.8 million with direct funding provided from HOPE VI grant \$33 million and allocation from Documentary Surtax revenue \$4.8 million; other public and private revenue not part of MDHA's budget also will contribute to this project



## **2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN**

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- Construction for HOPE VI Ward Tower ALF will begin by the summer of 2002 and is expected to be completed in December 2003; it will provide services to frail, elderly, public housing residents; the total future project cost is estimated at \$11 million; the Miami-Dade Housing Development Corporation is acting as the general partner in Ward Tower ALF

### **FY 2002-03 ADJUSTMENTS TO SERVICES**

- Fifty-six part-time positions will be added to convert county part-time employees into full-time personnel; it is anticipated that this will improve the continuity of staff used for the various housing programs and improve performance in the programs with little additional cost
- MDHA is working on a plan to accelerate the movement of clients from the waiting list to public housing and private rental housing programs in order to increase occupancy rates and utilization of vouchers, respectively; details for these improvements will be provided to the BCC as a separate report; any budget adjustments made as a result of approved changes will be reflected in the final budget figures this September
- The State Department of Health has applied for a \$200,000 federal grant to remediate lead based paint; if successful, MDHA will provide \$200,000 from capital funds as a match to target lead based paint hazards in public housing

### **SELECTED UNMET NEEDS**

- Need an additional \$40 million in funds for affordable housing loans to meet the requests that are unfunded in the request for approval process
- Need more affordable housing to accommodate a waiting list of 64,000 applicants, since only several thousand public housing units and Section 8 vouchers are available each year
- Need to consolidate administrative support and service programs located in 13 buildings at five different geographic sites; consolidating these functions in a new office building, estimated to cost about \$20 million, will reduce these inefficiencies and lead to improved customer service
- Total unfunded capital needs for MDHA, one of the nation's largest public housing stocks (10,900 units) are estimated at \$127.282 million over the next five years; public housing modernization \$63.587 million, storm mitigation \$27.695 million, Smathers Plaza Assisted Living Facility \$12 million, Wellness Center \$4 million and \$20 million for an office building and service center; federal CFP allocations average \$15 million each year for the next five years for a total of \$75 million; federal budget allocations for capital improvements are subject to annual federal appropriations

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Administration	0	0	0	0	5,053	6,281	5,053	6,281	86	102
Affordable Housing	0	0	0	0	6,787	8,211	6,787	8,211	49	56
Development	0	0	0	0	2,501	2,632	2,501	2,632	47	39
Inspections	0	0	0	0	2,361	1,742	2,361	1,742	31	32
Private Rental	0	0	0	0	12,612	12,472	12,612	12,472	151	147
Public Housing	0	0	0	0	41,071	44,267	41,071	44,267	353	394
Resident Services	0	0	0	0	3,756	2,087	3,756	2,087	31	24
Tenant Selection and Leasing	0	0	0	0	1,127	1,258	1,127	1,258	26	39
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,268</b>	<b>78,950</b>	<b>75,268</b>	<b>78,950</b>	<b>774</b>	<b>833</b>

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	38,433	39,794	43,418
Other Operating	37,537	34,945	34,720
Capital	926	529	812
<b>TOTAL</b>	<b>76,896</b>	<b>75,268</b>	<b>78,950</b>

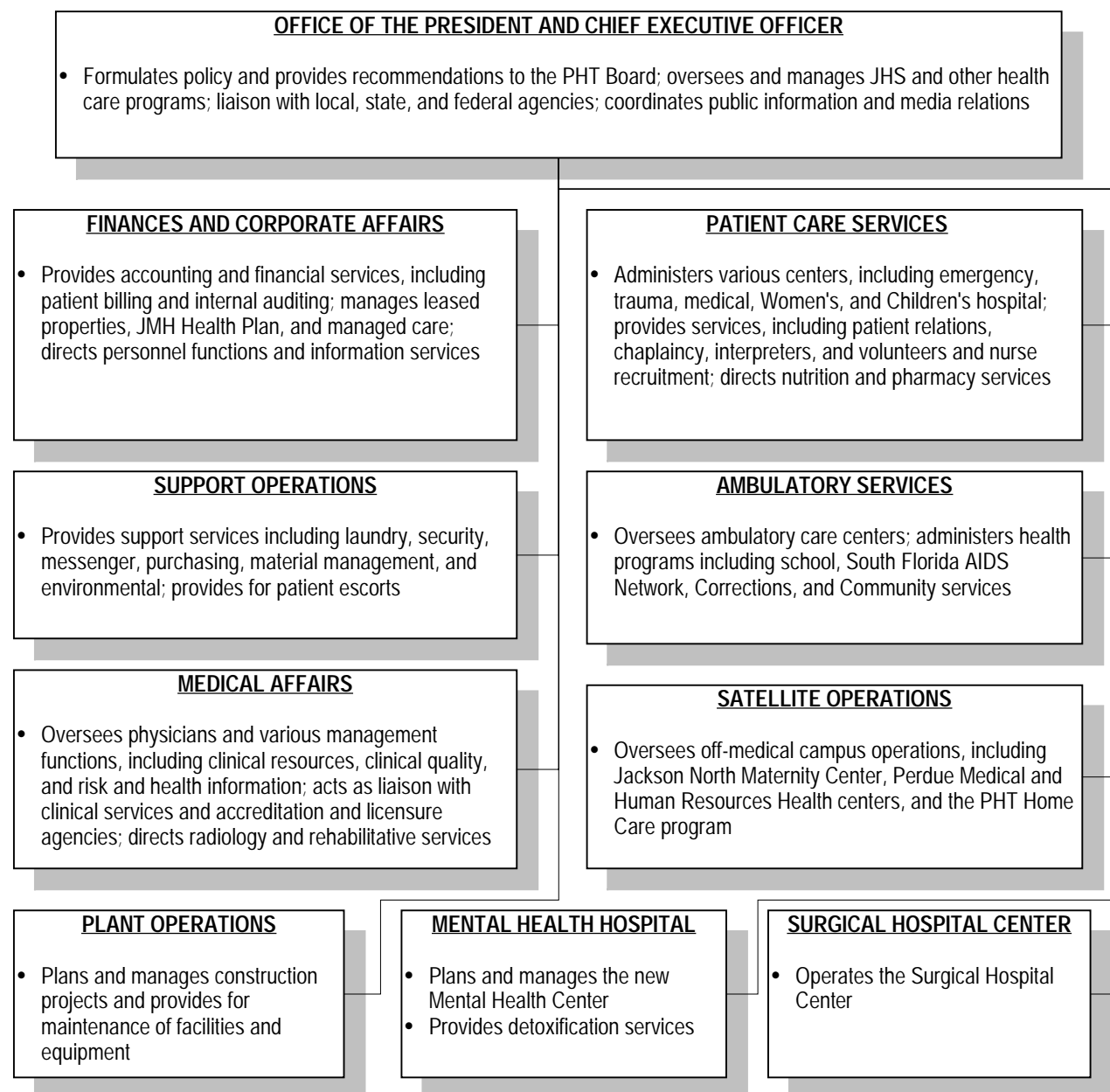
## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### Public Health Trust

#### **PURPOSE**

Provides funding support for the Public Health Trust (PHT), which operates Miami-Dade County's Jackson Health System (JHS), which includes Jackson Memorial Hospital (JMH) and other health care programs and facilities, as prescribed by the Board of County Commissioners (BCC).

#### **FUNCTIONAL TABLE OF ORGANIZATION**



#### **BUSINESS PLAN**

- Strategic areas: fostering an improved quality of life for all residents, especially children and senior citizens; focusing on customer service
- Selected goals/objectives: expanding community outreach and involvement by developing and implementing the South Miami-Dade County Indigent Health Plan demonstration projects; improving access for medically

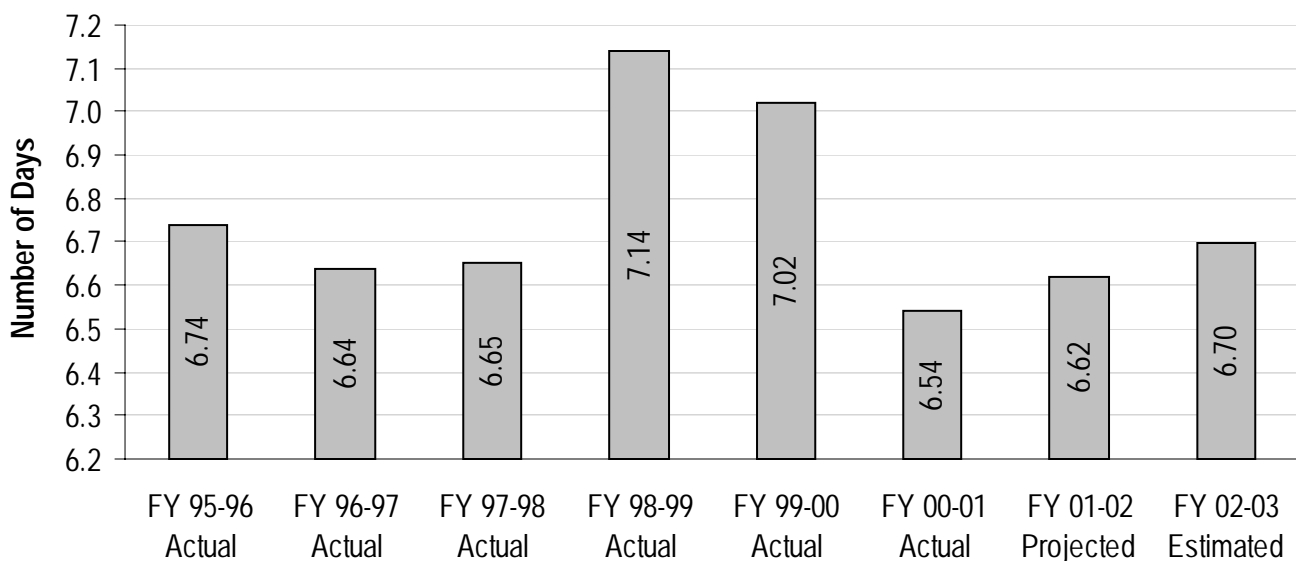
## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

needy regardless of ability to pay by completing a system-wide evaluation process for patient financial assessment and charity care eligibility; expanding referral network and increasing patient volumes and revenue by increasing role in primary care via stronger linkages and affiliations with community health centers, University of Miami primary care initiatives, and other primary care providers

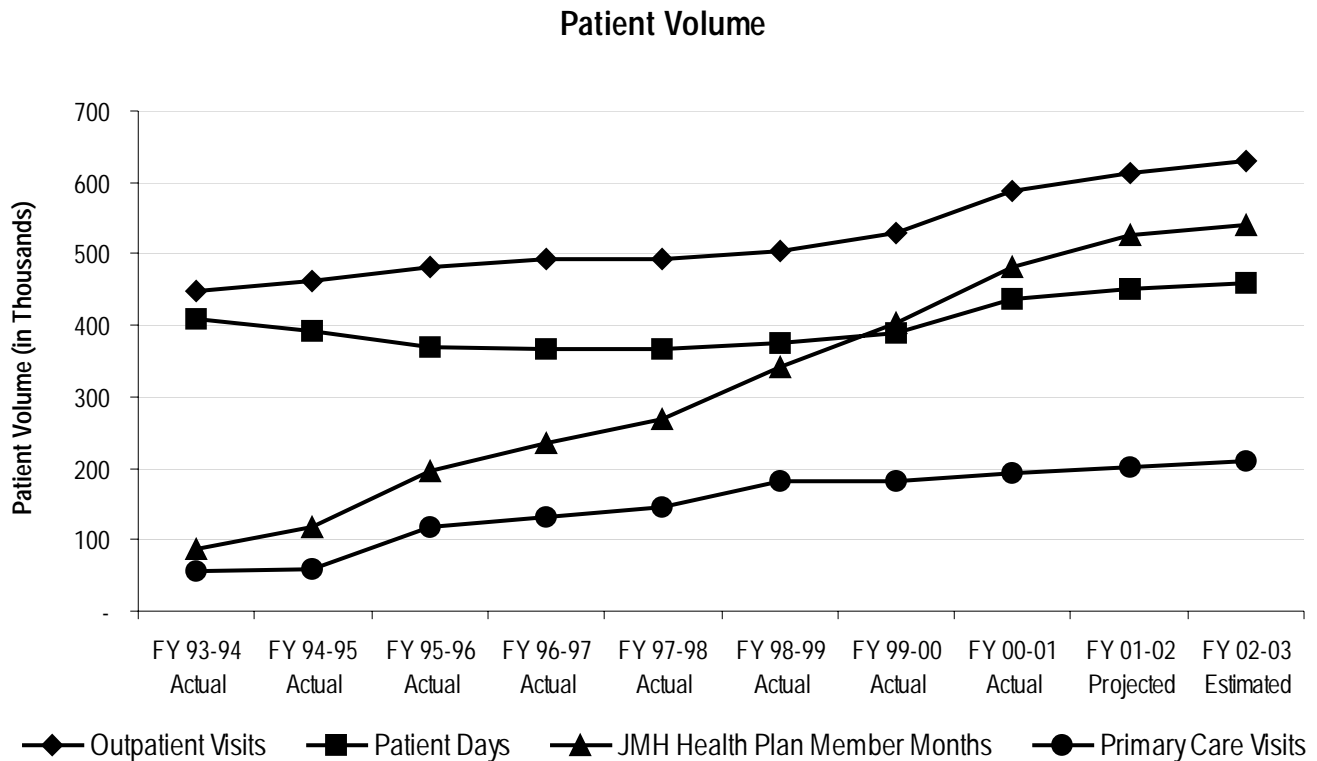
### **FY 2001-02 SERVICE STATUS**

- Operated, in addition to JMH, the Jackson North Maternity Center, Jackson South Community Hospital, Human Resources Health Center, Perdue Medical Center, Liberty City Health Center, North Dade Health Center, Community Health Center of South Miami-Dade, Inc. (CHI), Doris Ison Health Center, and Martin Luther King Jr. Clinic; four state health department centers, including Juanita Mann Health Center, North Miami Health Center, South Miami-Rosie L. Wesley Health Center (the Prevention, Education and Treatment program), and medical services at the south Miami-Dade Homeless Assistance Center
- Continued financial and operational responsibility for the Jefferson Reaves Health and Rafael Penalver Health Centers, both constructed by the state
- Continued funding health-related community-based organizations (CBOs) totaling \$1.6 million
- Continued operating two school-based clinic programs (Carol City and Northwestern High School) to provide community-based health care services throughout Miami-Dade County
- Renewing the operating agreement between the County and the PHT
- Continued a program with the North Broward Hospital District and the Memorial Health System (under a legally incorporated entity known as the South Florida Community Care Network) for a provider network to service Medicaid patients
- Continued the PHT's financial responsibility for health-related programs as directed by the BCC in September 1999, including extended hours at the CHI facilities (a \$400,000 incremental funding increase), the Inmate Services Program (\$11.557 million), Health Policy Authority (\$213,000); state health department programs (\$1.257 million), and a portion of the operation of the Air Rescue helicopter based at Opa-locka Airport in North Miami-Dade (\$900,000)
- Continued providing \$30 million to the County to help offset the state mandated county share of Medicaid costs

### **Average Length of Hospital Stay**



## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN



### FY 2002-03 RECOMMENDATIONS

- The General Fund contribution for hospital services totals \$100.768 million, including \$9.6 million which is dedicated to future capital improvements; this represents an approximately five percent increase from the current year maintenance of effort level, due to the increase in Countywide General Fund Revenue; this statutory required maintenance of effort contribution for hospital services represents a fixed percentage (11.873 percent) of Countywide General Fund Revenue; in addition to the formula payment, recommended countywide support to the PHT includes \$1.021 million for the North Dade Primary Care Center, \$735,000 for detox service, and \$601,000 to the Human Resources, Perdue Medical, and Liberty City Health Centers; the FY 2002-03 PHT preliminary Proposed Budget totals \$1.308 billion; changes in Medicaid reimbursements and adjustments to sales tax may impact the final Proposed Budget; any adjustments impacting PHT revenue will be reported to the Board in the September budget memo
- The PHT will continue funding health related programs at a level comparable to the current year; \$1.6 million for CBOs; \$7.2 million for CHI facilities, including the 24-hour Urgent Care Center; \$11.557 million for Inmate Service Program; \$900,000 for operating the north Miami-Dade Air Rescue helicopter; and \$1.257 million for the State Health Department
- Additional operating and financial assistance to the PHT from the County includes legal services, pro-rated general obligation bond debt service, and general County indirect support totaling \$5.03 million; the value of these services is considered in determining the full amount of County contributions to the PHT; the PHT will reimburse the Miami-Dade Police Department (MDPD) for security services (\$1.087 million) and the County Attorney's Office for legal services (\$300,000)
- The dedicated half-cent Local County Hospital sales surtax revenue collections are projected at \$150.6 million in FY 2001-02, while FY 2002-03 collections are budgeted at \$159.6 million

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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- The FY 2002-03 Proposed Budget for the hospital assumes an increase in patient days (1.5 percent) and projects outpatient visits to increased by 2.7 percent; primary care clinic visits are projected to increase by 3.8 percent; expenses have been adjusted accordingly to account for the increase in patient volumes
- The PHT Proposed Budget includes \$16.457 million for Corrections Health Services, consistent with the amount in the current budget; the Corrections and Rehabilitation Department Proposed Budget includes \$4.9 million to be provided to the PHT for inmate medical care
- The Proposed Budget assumes a six percent rate increase for patient services
- The PHT's participation in the Florida Disproportionate Share Program will be implemented pursuant to the state guidelines; the County makes payments directly to the state rather than to the PHT in the amount of \$208 million on an accelerated schedule established by the State Agency for Health Care Administration; increased Medicaid reimbursements of \$35 million to JMH are realized; the intergovernmental agreement between the County and the state will be executed administratively, subject to the appropriation of funds by the BCC; revised program regulations will be implemented by the State and may impact county reimbursements; any material change will be presented to the Board in September
- The Proposed Budget assumes continuation of the Federal Targeted Assistance program for eligible refugees (\$4.506 million)
- The Proposed Budget includes a PHT contribution of \$30 million to help cover the County's state mandated Medicaid reimbursement payments
- The PHT will submit budget updates reflecting more current revenue and expenditures prior to the public hearings in September; any fiscal impact resulting from state or federal action will also be addressed prior to the hearings
- The FY 2002-03 Proposed Budget and Multi-Year Capital Plan totals \$607.861 million for repairs (including \$402.069 million to be spent over the next six years), modernization and expansion of the existing medical center and satellite primary care centers, and is funded by the Depreciation Reserve Account (\$342 million), the Plant Renewal Fund (\$66 million), Jackson Memorial Hospital (JMH) revenue bonds (\$173.2 million), JMH Foundation funds (\$20.5 million), and a grant from the State Department of Health (\$5.5 million); \$123.329 million is expected to be spent in FY 2002-03
- The PHT Facilities Master Plan, developed in December 1991 and continually updated to reflect current health trends, will continue to be implemented
- Capital funding for support facilities is provided from the depreciation reserve Account for multi-year projects, including chilled water system expansion (\$8.1 million), elevator improvements (\$8.13 million), environmental building systems energy upgrade (\$17.542 million), fire sprinkler (\$7.196 million) and life safety systems (\$11.14 million), and roof replacement and repairs (\$11.888 million); \$8.849 million is expected to be spent on these projects during FY 2002-03
- Design of the Support Center will continue
- Improvement in health care support equipment to augment the delivery of patient care services and to improve communications between the patient and health care providers in the hospital will continue; funding is provided from the Depreciation Reserve Account, plant renewal fund and special revenue bonds; projects include:
- Enhancing paging and communications data systems, replacing health monitoring equipment, and automating the supply and medication dispensing process (\$61.020 million); \$8 million is scheduled to be spent in FY 2002-03
- Developing a telemedicine network for specialty consultation at remote facilities (\$14.2 million); \$1.8 million is scheduled to be spent in FY 2002-03



## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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- Increasing electronic imaging capabilities throughout the medical campus and satellite locations to reduce the use of film and make medical data storage and retrieval more accessible and cost effective; total project cost is \$9.789 million, including \$2.9 million to be spent in FY 2002-03
- Continuing on-going replacement of electronic and non-electronic patient beds at a cost of \$7 million of which \$1 million is expected to be spent in FY 2002-03
- Replacing magnetic resonance imaging equipment, cat scan, and mammography units with digital equipment (\$69.426 million); \$18.498 million is scheduled to be spent during FY 2002-03
- Health care facility improvement projects include:
- Renovation and expansion of the Emergency Department Center (\$9 million)
- Engineering upgrades to the electrical systems in areas vacated by the move to the Diagnostic Treatment Center (\$6.149 million)
- Renovation of the Pediatric Intensive Care Unit in the East Tower; JMH Foundation funding of \$20.5 million has been provided
- Continuation of the Jackson North and North Miami-Dade Health Center consolidation project; when completed this center will provide residents of north Miami-Dade County with one-stop comprehensive health care services, including inpatient and outpatient services (\$25.844 million)
- Expanding the space and replacing equipment for the cardiac cath lab (\$6.6 million)
- Renovating the seventh and eighth floors of the South Wing to accommodate 32 patient beds per floor for the Department of Medicine (\$4.75 million)
- Renovating outpatient care space vacated by the Radiology Department's projected move to the new DTC (\$11.72 million)
- Renovating the 20 bed Surgical Intensive Care Unit (\$3.2 million)
- Relocating the Urgent Care Center to the former emergency room area in the East Tower, first floor (\$3.5 million)
- Expansion of the surgical capacity at Jackson South Community Hospital (\$25 million)
- Renovation of the existing Critical Care Unit (\$2.9 million)
- Funding has been allocated for the construction of new facilities designed to provide health care services in the most appropriate setting for the patients; projects include:
- Relocating the Liberty City Health Center to a larger facility where a full range of primary health care services will be provided resulting in increased access to medical services for the patient population; the projected cost of \$5.5 million is funded by a State of Florida Department of Health grant; \$1.762 million is scheduled to be spent in FY 2002-03
- Acquiring or constructing a primary outpatient care center to reflect trends to decentralize and provide health care services at a site more convenient to the patient population; total cost of the project will be funded from the Plant Renewal Fund and Depreciation Fund (\$22.170 million); \$6.7 million is scheduled to be spent in FY 2002-03
- Using funds from the Depreciation Reserve Account (\$1.97 million) to demolish the Institute and Institute Annex to construct the Coulter Building; construction funding provided from JMH revenue bonds (\$85 million); the facility will house the Pathology Department
- Planning, designing and constructing a new facility to house rehabilitation functions; funding is provided from JMH revenue bonds (\$57 million)

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

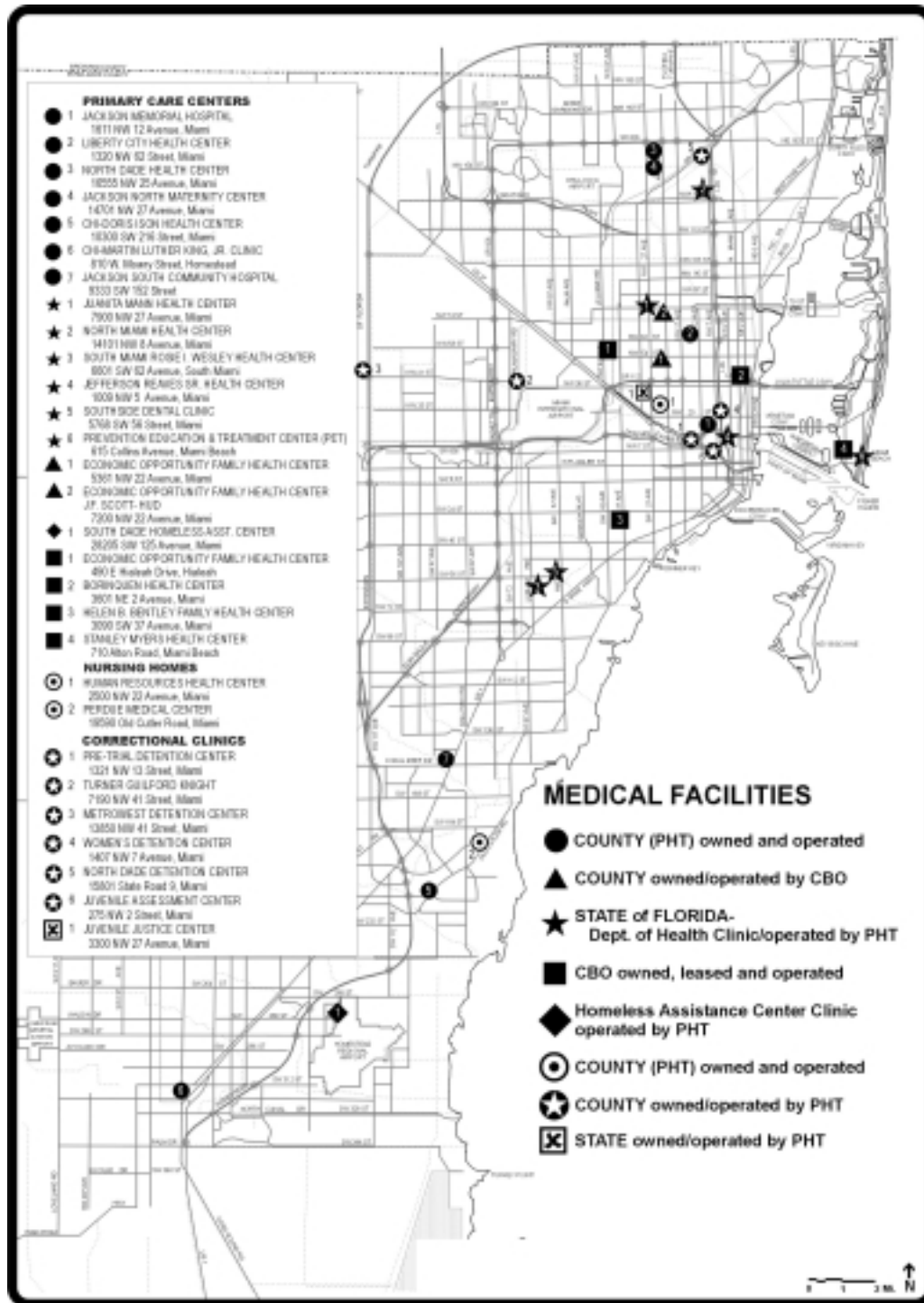
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- Other projects included in the Multi-Year Capital Plan for the PHT are: additional health care equipment and facility improvements (\$24.274 million); Highland Park renovation (\$6.05 million); Park Plaza West basement renovations (\$2.4 million); Memorial North Wing and Urgent Care Center building demolition (\$1 million); other medical center enhancements (\$23.733 million); Human Services facilities \$16.6 million); ambulatory surgery relocations (\$4.4 million); installation of power monitoring systems (\$2.7 million); adolescent pediatric care unit relocation (\$3.5 million); heart station lab relocation (\$3 million); and Institute Annex renovations (\$3.97 million); funding is provided from the Depreciation Reserve Account, Plant Renewal Funds, and JMH revenue bonds

### **SELECTED UNMET NEEDS**

- The Facilities Master Plan calls for new projects for which revenue has not yet been programmed, including the modernization or replacement of existing health care facilities for ambulatory care, a liver transplant institute, and a laboratory science building; assuming the annual level of funds earmarked for the Plant Renewal Fund and the Depreciation Reserve Account continues at the current levels, the PHT will have sufficient revenues to fund these projects in the future; at this time specific planning, programming, and scheduling decisions have not been finalized

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN



## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Decentralized Health Services	601	601	0	0	0	0	601	601	0	0
Detoxification Services	735	735	0	0	0	0	735	735	0	0
Inmate Medical Services	0	0	0	0	16,457	16,457	16,457	16,457	0	0
Jackson Memorial Hospital	97,214	100,768	0	0	5,032	5,032	102,246	105,800	0	0
North Dade Primary Care	1,021	1,021	0	0	0	0	1,021	1,021	0	0
<b>TOTAL</b>	<b>99,571</b>	<b>103,125</b>	<b>0</b>	<b>0</b>	<b>21,489</b>	<b>21,489</b>	<b>121,060</b>	<b>124,614</b>	<b>0</b>	<b>0</b>

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	0	0	0
Other Operating	117,227	121,060	124,614
Capital	0	0	0
<b>TOTAL</b>	<b>117,227</b>	<b>121,060</b>	<b>124,614</b>

### CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	02-03	03-04	04-05	05-06	06-07	07-08	FUTURE	TOTAL
FACILITY EXPANSION	0	2,000	13,000	11,970	0	0	0	0	26,970
FACILITY IMPROVEMENTS	6,710	8,682	758	400	0	0	0	0	16,550
HEALTH CARE EQUIPMENT	89,695	32,206	13,234	15,800	8,000	2,500	0	0	161,435
HEALTH CARE FACILITY IMPROVEMENTS	36,470	39,665	32,910	41,595	2,000	0	0	0	152,640
HUMAN SERVICES FACILITIES	0	0	0	4,200	12,400	0	0	0	16,600
NEW HEALTH CARE FACILITIES	27,237	31,927	79,216	26,290	3,000	2,000	0	0	169,670
SUPPORT FACILITIES	45,680	8,849	5,637	3,830	0	0	0	0	63,996
<b>Total Projected Cost:</b>	<b>205,792</b>	<b>123,329</b>	<b>144,755</b>	<b>104,085</b>	<b>25,400</b>	<b>4,500</b>	<b>0</b>	<b>0</b>	<b>607,861</b>

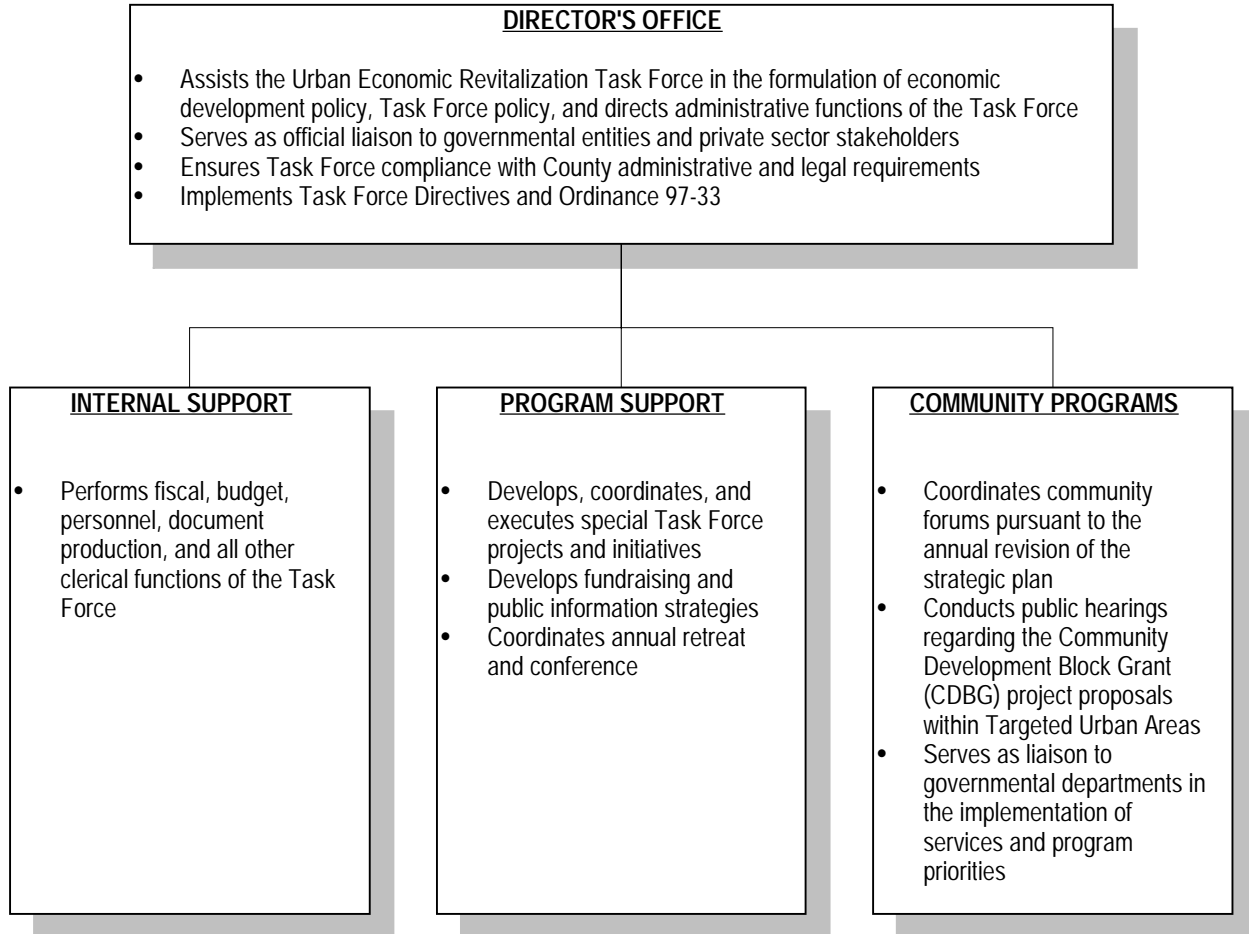
## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### Urban Economic Revitalization Task Force

#### PURPOSE

Advise the Mayor and Board of County Commissioners on all economic revitalization issues in targeted urban areas within the County; promote service delivery efficiency, employment, and business growth in targeted urban areas; review and make recommendations on Office of Community and Economic Development funding in targeted urban areas.

#### FUNCTIONAL TABLE OF ORGANIZATION



#### BUSINESS PLAN

- Strategic area: promoting a healthy economy
- Selected goals/objectives: facilitating the economic revitalization of designated urban areas through a citizen-based board and community recommendations; completing an annual report which reviews and evaluates governmental (including Community Development Block Grant projects) and private sector economic activity within the targeted urban areas

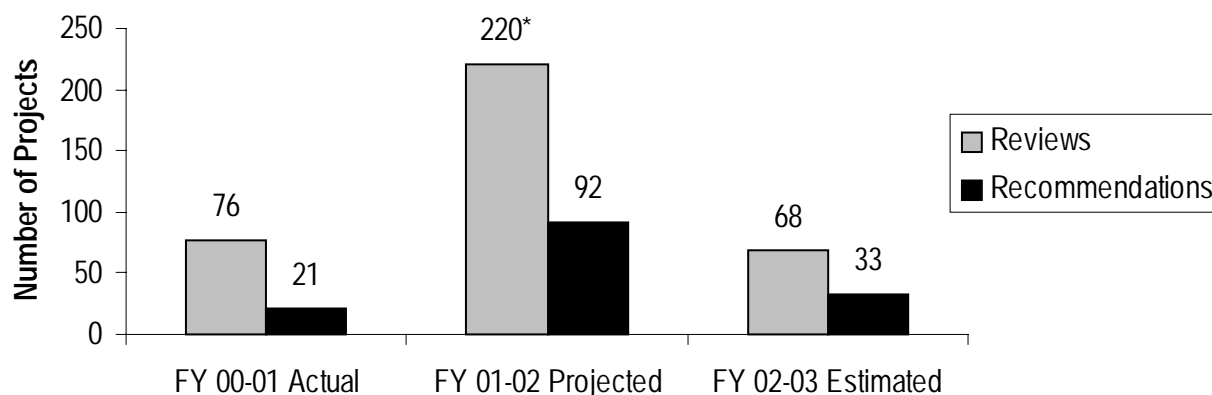
#### FY 2001-02 SERVICE STATUS

- Implemented the "Mom and Pop" Business Grant program for Districts 2 and 5 as directed by the Board of County Commissioners (BCC); program is in full operation with all funds allocated and benefiting businesses (\$150,000 for each of the two districts)

## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Established the Small Business Stability Loan Fund in the amount of \$874,000 to provide businesses in targeted urban areas with working capital, equipment, and inventory purchases; allocated \$874,000 in loans to 26 small businesses; the loans, for the most part, have been disbursed
- Continuing the historic site preservation grant program initiated by the Mayor in FY 2000-01 by providing seven historic preservation grants totaling \$475,000
- Accepting and processing applications for the U.S. Housing and Urban Development Section 108 funded \$40 million revolving loan fund program to provide capital for moderate to large-scale economic development projects in the targeted urban areas; recommended the first four projects totaling \$8.750 million and are currently in process leading to loan closing
- Providing 13 commercial rehabilitation grants to businesses for building facade and code compliance improvements in the targeted urban areas totaling \$629,000; completed three projects and the remaining ten are expected to be completed by September 2002
- Reviewing applications and making recommendations on approximately \$3.5 million of Office of Community and Economic Development funding recommendations regarding economic development in the targeted urban areas
- Implemented savings plan as required by the County Manager and reduced carryover funds available for program grants or loans (\$100,000)

### Number of Targeted Urban Area Economic Revitalization Projects Reviews and Recommendations



\*FY 01-02 reviews and recommendations projected higher due to demonstration grant and loan application reviews and subsequent recommendations.

### FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget is \$1.724 million; funding is comprised of carryover (\$775,000), interest earnings (\$5,000), stability loans interest income (\$21,000), stability loans principal payments (\$123,000) and Countywide General Fund support (\$800,000)
- Program spending, excluding administrative support, is budgeted at \$995,000



## 2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

### FY 2002-03 ADJUSTMENTS TO SERVICES

- The Proposed Budget recommends the reorganization of the County's economic development agencies including the Urban Economic Revitalization Task Force; the staffs of the Office of Community and Economic Development and the Empowerment Zone (OCED/EZ) will be merged with said merger detailed in the OCED/EZ pages of this Proposed Budget; in concept, the Proposed Budget recommends the administrative functions of OCED/EZ (to be known as OCED) along with those of the Metro-Miami Action Plan, the Urban Economic Revitalization Task Force, and the Office of Business Initiatives, be centralized in a separate division reporting directly to the Assistant County Manager; programmatic activities associated with economic development, including revolving loan fund and other programs, will be centralized in the OCED but each program will continue its unique customer focus; loan servicing will be centralized in the Housing Agency; the initially identified savings of \$1 million due to this reorganization and coordinated administration is incorporated into the Proposed Budget; specifically, pro-rata shares of Countywide General Fund dollars totaling the \$1 million have been reduced from these departments proposed budgets and are not, therefore, included as proposed revenues to those departments; a detailed report regarding this reorganization will be provided to the BCC prior to the September budget hearings

### SELECTED UNMET NEEDS

- Need to increase economic revitalization potential in the County's targeted urban areas through additional research and business analysis (\$350,000)

### OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03	01-02	02-03
Primary Activity										
Administration	499	729	0	0	0	0	499	729	5	5
Programs	664	71	0	0	1,944	924	2,608	995	4	4
<b>TOTAL</b>	<b>1,163</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>1,944</b>	<b>924</b>	<b>3,107</b>	<b>1,724</b>	<b>9</b>	<b>9</b>

	Actual 00-01	Budget 01-02	Proposed 02-03
Personnel	175	332	350
Other Operating	200	2,766	1,364
Capital	7	9	10
<b>TOTAL</b>	<b>382</b>	<b>3,107</b>	<b>1,724</b>